COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUÉ

MARCH/APRIL 2010

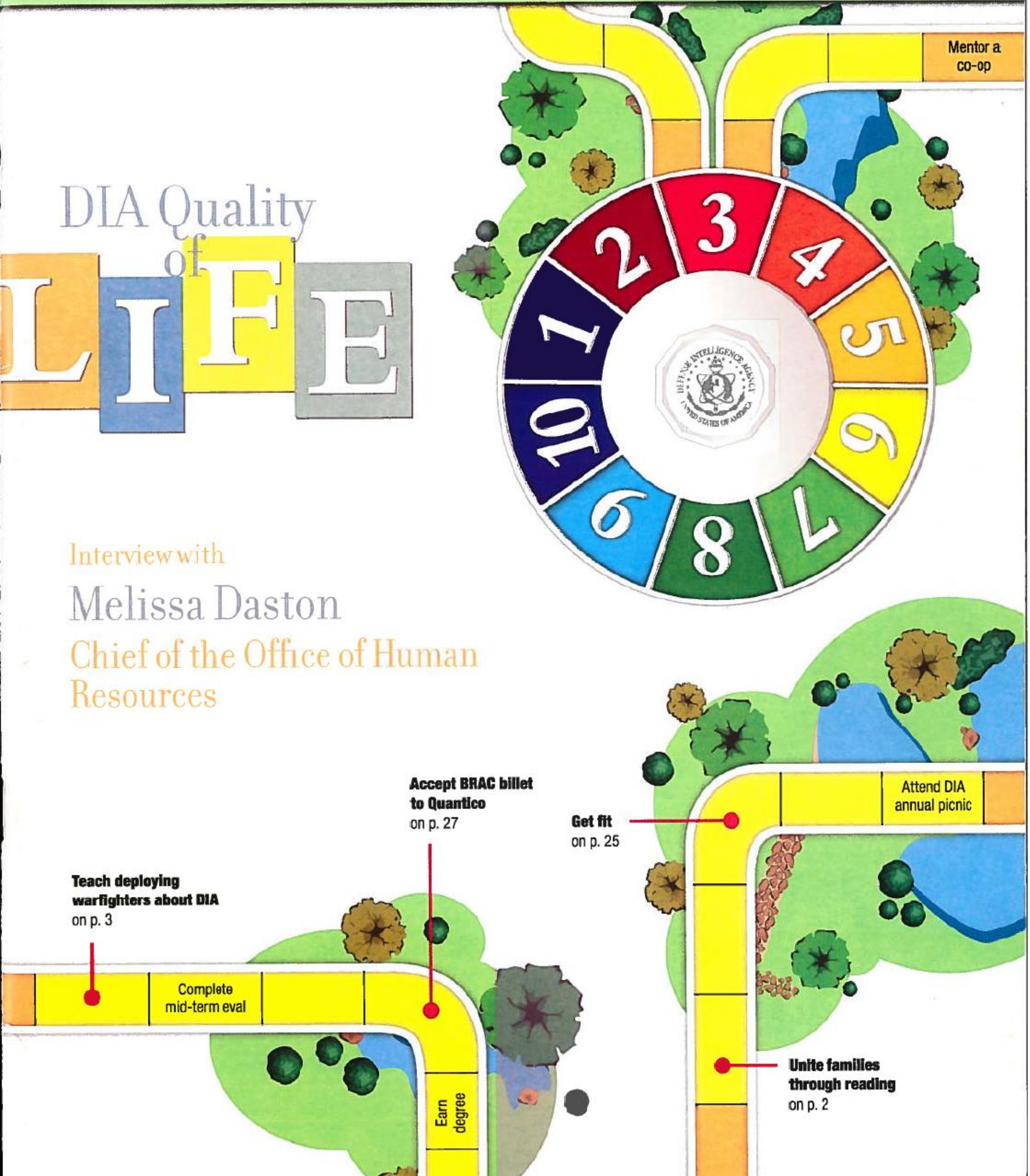
A DEFENSE INTELLIGENCE AGENCY PUBLICATION

DIA Quality of LIFE

Interview with

Melissa Daston

Chief of the Office of Human Resources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Complete mid-term eval
Earn degree
Attend DIA annual picnic

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Accept BRAC billet to Quantico on p. 27

Get fit on p. 25

Unite families through reading on p. 2

MARCH/APRIL 2010 · Volume 23/Number 3
COMMUNIQUÉ
A Defense Intelligence Agency Publication

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DECISION MAKER
SOM
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OPERATOR
CHROME
ANALYST
CRM
X-DOMAIN
COLLECTOR

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DIA Quality of
LIFE
You joined the gym!
Collect $10,000

25

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LITCHFIELD
Landscape elements
Custom J Shelter
[Frame :: Regal Blue][Roof :: Galvalume Plus]

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DIA Families UNITE Through Reading

By Amy Lozinak Buckley, HC

The United Through Reading campaign brings deployed DIA family members home to their loved ones — if only for story time.

Supporting DIA's global mission means civilian and military employees deploy to places like Iraq and Afghanistan, and that deployment often means leaving young family members behind.

Knowing the strain that deployments can put on families, the Directorate for Human Capital (HC) and the USO recently brought the United Through Reading program to the agency. This program enables deploying military and civilian employees to be recorded reading a children's book, which is turned into a DVD and later mailed to the family during the deployment. The goal is to give parents and caregivers a way to stay connected while deployed — and it gives children an opportunity to see and hear the love that can come from story time.

"I became involved with United Through Reading when my husband was stationed at Ft. Hood," explains DIA Family Support Program Manager Kirsten Spevak. "In addition to keeping a family connected during a deployment, it has the added bonus of promoting literacy among children."

While new to DIA, the United Through Reading and USO partnership isn't a new initiative. Since 2006 recording sites have been available in Iraq and Afghanistan, and on Navy ships, as well as in other locations worldwide for military members to send a little piece of family time to their children. At the first session at the DIAC in January, the USO provided more than 20 different children's books, including classics like "The Giving Tree" and "Curious George," for deploying DIA parents and family members. Each employee had 15 minutes in a private conference room to read the book of their choice and share thoughts and feelings that the child would be able to watch after the parent or caregiver had deployed.

"The Flag We Love"

DIA Family Support Coordinator Kirsten Spevak, HC, center, met with two USO coordinators to set up a United Through Reading recording session at the DIAC for deploying military and civilian employees.

Matthew Lott, who's preparing to deploy to Afghanistan for the first time, read "Animals Animals" to his two-year-old twins at the January session.

Photos by Amy L. Buckley, HC

DI's Joy Garner prepares to deploy to Iraq by participating in United Through Reading and videotaping a story for her goddaughter Mila. The tape will be sent to Mila while Garner is deployed to help keep them connected.

"It's a great way for me to stay in touch with the kids while I am gone," said Lott. "As young as they are, my wife will be able to show it over and over to them, and it will be new to them each time they see it."

The entire process can boost morale for the deployed employee as well as the family and children back home. The program's "circle of communication," for example, encourages the parent at home to videotape the child watching the DVD, then send that recording to the deployed family member to share the delight of watching the child follow along with the book.

DIA plans additional United Through Reading recording sessions. For more information, contact Spevak at (202) 231-8028 or via JWICS e-mail at Kirsten.spevak@dodiis.ic.gov.

EDUCATING Deploying Warfighters on DIA Capabilities

By Sarah L. Martin, CP

For an increasing number of soldiers, understanding DIA's capabilities is becoming part of their pre-deployment check list.

The Office for Congressional and Public Affairs' Outreach Division (CP-3) educates U.S. visitors through orientation programs that focus on DIA's capabilities and contributions to national security. With the agency's ongoing commitment to supporting our priority customer — the warfighter — Barbara Estock Mays, chief of CP-3, realized a shift in strategy was necessary in order to increase the number of units visiting the agency prior to deployment.

She reached out to advocate for DIA's inclusion in the U.S. Army Forces Command senior leader intelligence, surveillance and reconnaissance (ISR) orientation program, which includes visits to national-level intelligence agencies prior to deploying. At her invitation, the command's director of intelligence (G2) visited to understand DIA's value-added capabilities in theater and dedicated support inside and outside the National Capital Region to the warfighter. After the successful visit, Mays was invited to shadow the two-day orientation program. Not only was DIA's participation during the next orientation cycle secured, but Army Forces Command also sought Mays' expertise on how they could strengthen their training program.

To date six deploying units have visited DIA since July: the 86th Infantry Brigade Combat Team from the Vermont National Guard; III Corps; 1st Brigade of the 101st Airborne Division; 256th Brigade Combat Team from the Louisiana National Guard; 92nd Maneuver Enhancement Brigade from the Puerto Rico National Guard; and the 101st Airborne Division.

Each visit is tailored to the mission of the unit in their specific theater of operation, building strategic relationships with the participants and enhancing their knowledge of reach-back support. Although many of the participants have deployed multiple times, they are often unaware of DIA's presence in theater and available support.

"Giving deploying warfighters the opportunity to visit DIA and other combat support agencies is invaluable for commanders and their staffs," LTC Kirk Stephens, chief of the U.S. Army Forces Command G2 Operations and Plans Branch said. "Obtaining a clear understanding of the intelligence that is available to support them from the national level and how units can access it in theater is critical to the successful completion of missions while they are in the fight.

"Every commander who has participated in the program has gained a deep appreciation of the support that will be available to his unit at their specific theater footprint and a clear understanding of the need to focus his unit's tactical intelligence training on the mission they will execute," he continued.

Due to the success of the program, the command has projected several upcoming visits in 2010. CP-3 aims to expand the program to include the other services as well.

Photo by Jennifer M. Redding, CP

Larry Gould from the Outreach Division of the Office for Congressional and Public Affairs (CP-3) welcomes the Army National Guard 46th Military Police Command to DIA for a pre-deployment briefing for Bagram, Afghanistan.

Explosive Ordnance Exploitation Complex EXPANDS MSIC Campus

By Luis F. Ayala, DA

This year, the Directorate for Mission Services Office for Engineering and Logistics Services (DA/DAL) will begin a $12 million design/build construction project to replace the Missile and Space Intelligence Center (MSIC) Explosive Ordnance Exploitation (EOE) Complex at Redstone Arsenal in Huntsville, Ala.

"This facility will provide a safe, efficient and modern EOE complex to meet specialized needs of the foreign military exploitation team's missile disassembly, research and testing operations," Alabama Sen. Richard Shelby said in a statement.

The Missile and Space Intelligence Center's construction project will replace outdated facilities with seven new buildings totaling 25,000 square feet for the new Explosive Ordnance Exploitation Complex.

MSIC provides critical, time-sensitive intelligence information to deployed forces worldwide, and key decision-makers within the Department of Defense (DoD), and these facilities play a vital role in the DIA mission. Presently MSIC's explosive ordnance exploitation effort occupies 34,700 square feet of available industrial space in six existing structures located on the former South Morton Thiokol Complex. Approximately 20,500 square feet are in unusable condition. Many of the existing buildings in that area of Redstone

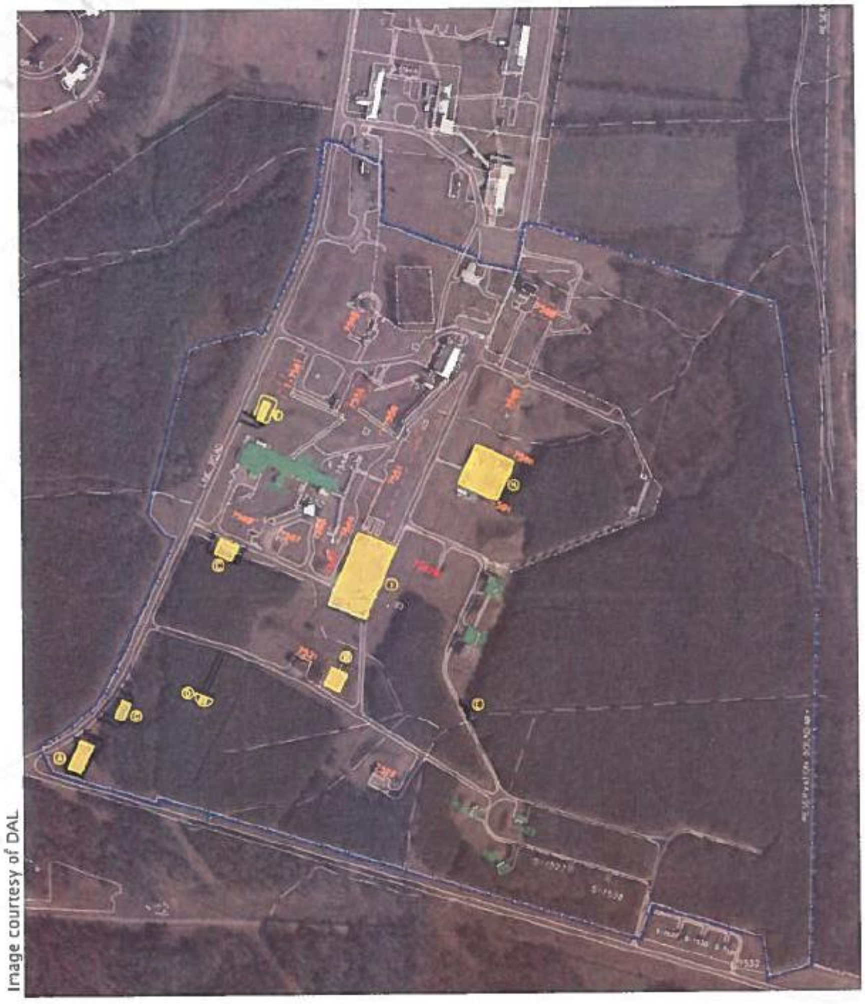

LEGEND
- - - - Fenceline Boundary
- — - Drainage
🟨 MSIC EOE Proposed Facility
7554 🟩 MSIC Operated Facility
7521 ▭ Facility Demolished
7592 🟥 Facility To Be Demolished
EOE OPERATIONS COMPLEX
EXISTING SITE PLAN
NOT TO SCALE

Image courtesy of DAL

The new Explosive Ordnance Exploitation Complex at Redstone Arsenal in Huntsville, Ala., is shown in yellow.

Arsenal were constructed shortly after World War II, and over the past 50 years the buildings have been modified or remodeled for use in rocket motor and solid rocket propellant production. The structures are deteriorating and have already outlived their useful life.

The new EOE complex will replace outdated facilities that are becoming unsafe and generally not suited for explosive ordnance disposal. The existing facilities never fully met MSIC requirements because they were not constructed to necessary dimensions (height, length and width) and did not have required short-term explosive storage capacity.

"This complex will house state-of-the-art foreign missile exploitation and allow the agency to conduct timely intelligence collection that's valuable to the warfighter in a safe environment for the DIA work force and the local community," explained Jim Manzelmann, deputy director for DA and facilities functional manager for the intelligence community.

The EOE construction project will demolish the old buildings on the 56-acre site and build seven new stand-alone facilities totaling 25,000 square feet, to include: missile disassembly/EOE workshop, transportation/shipping workshop, multi-service explosive storage bunker, operations support storage magazine, remote operations bunker, earth-covered explosive magazine and an inert storage warehouse. The missile disassembly/explosive ordnance workshop will be used for missile disassembly, and will have four work bays and explosion-proof infrastructure. The open storage areas will allow for outside explosive storage of oversized foreign materiel with minimal hazards. Other buildings are for workspace, a conference room and a communications processing center. Supporting facilities will include fire protection, exterior communications, paving, storm sewers, outdoor lighting and site improvements including utilities, drainage and exterior antiterrorism/force protection (AT/FP). AT/FP includes bollards, earthen berms, vehicle crash gates, intrusion detection systems and laminated glazing. Sustainable principles will be integrated into the design, development and construction of the project. The Mobile, Ala., District of the U.S. Army Corps of Engineers will be the executive agent during construction.

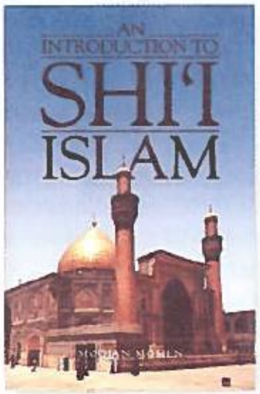
Learn the HISTORY and ROOTS of Shiism

By CDR Youssef Aboul-Enein, USN

Moojan Momen's book explores the history, theology and doctrines of Shi'i Islam.

Our nation's security depends upon critical analytic thinkers steeped in the culture, history and religion of the regions they specialize in. It is a lifelong endeavor to become a true subject matter expert, and even then a curious mind is perhaps the most valuable weapon in countering terrorism. Part of today's war is to seek knowledge, and understand nuances. This necessitates dusting off titles no longer in print and perusing obscure points of history.

More than 25 years ago, Moojan Momen published a comprehensive text on the history, theology and doctrines of Shiism entitled "An Introduction to Shi'i Islam: The History and Doctrines of Twelver Shi'ism." Of 1.5 billion Muslims, about 25 percent are Shiite Muslims and the rest Sunni. The Shiites are concentrated in areas of interest to the United States, such as Iran, Iraq, North Afghanistan, Lebanon, Syria and the Persian Gulf. This book is not for the novice, and is recommended only after reading generally about Islam through Karen Armstrong's books and Vali Nasr's "The Shia Revival." After reading these recommended books, this volume is a great next step to becoming truly knowledgeable about Shiism. You can acquire it through inter-library loan.



Momen begins with a biography of Prophet Muhammad, and then outlines the complex history of Muhammad's succession. It provides the Shiite narrative that makes a strong case that Ali (Muhammad's cousin and son-in-law) was supposed to have succeeded Muhammad. They compile a collection of the prophet's sayings affirming Ali's right of succession. It discusses how the first two caliphs, Abu Bakr and Omar, usurped Ali's right to assume leadership from Muhammad. But as you read, keep in mind that the author provides an excellent Shiite version of events. It does not stress the importance of two caliphs in

preserving the infant Islamic society after Muhammad's death in 632.

Chapter three contains an excellent short biography of the twelve Shiite imam's all of whom are descendant from Ali, Muhammad's cousin, and Fatima, Muhammad's daughter. Shiite generally reveres these twelve imams as intercessors between themselves and God, and they consider them infallible, a notion Sunnis reject as detracting from the worship of God. You will note a majority of the most important of the 12 imams are buried in Iraq. Shiism contains dozens of subsects that disagree on which of these imam's went into hiding, the fifth, seventh or 12th. Shiite subsects also disagree on the role of the clergy until the return of the 12th Imam. The events of Karbala in 680, in which Muhammad's grandson and Ali's son Hussein was ambushed, is detailed.

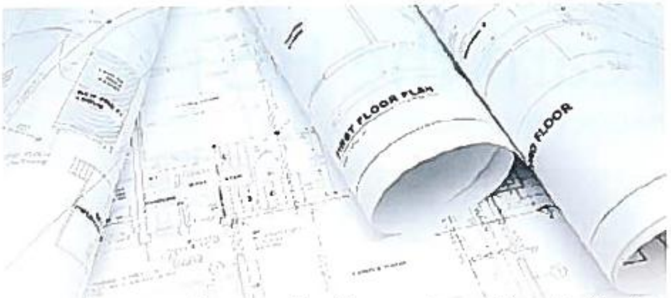
A chapter delves into the Shiification of Persia in 1501 by Shah Ismail I, founder of the Safavid Dynasty. This involved forced conversions of Sunnis, Sufis and Zoroastrians to Shiism over the course of several decades. The book discusses in detail how Shiite clerics are trained with a six- to 10-year course of study in syntax, oratory, Arabic, Quranic studies, ethics, history and much more. The author ends with a critical analysis of the controversial political theories of Ayatollah Khomeini, and the disagreements clerics have over his placing of clerics in government. Those interested in Iran, Shiism and Shiite Militants like Hezbollah will find this book of interest. ◆

Editor's note: CDR Aboul-Enein taught DIA analysts about militant Islamist ideology from 2006 to 2009, while also serving as a subject matter expert at the Joint Intelligence Task Force – Combating Terrorism (JITF-CT). He currently attends the Industrial College of the Armed Forces and is publishing a book entitled "Militant Islamist Ideology: Understanding the Global Threat," which will be released by Naval Institute Press in June.

Selection of Site for DIA Support Elements Underway

By Jennifer R. Mahony and Robert V. Meehan, DA

The process to select the location of the Defense Intelligence Support Center is in full swing, and this much is certain: the center will reside in Northern Virginia and house nearly 3,000 staff.



In 2009 DIA and the General Services Administration (GSA) began lease solicitation efforts to consolidate most of DIA's mission support activities to a single, Northern Virginia site. Once complete, the Defense Intelligence Support Center (DISC) will span almost 523,000 square feet and house nearly 3,000 staff. Congress authorized the project in 2008, stipulating the facility be located in Arlington, Fairfax, Prince William or Loudon counties, and occupied by 2011-2013.

The DISC will help save funding resources by co-locating DIA elements currently extended across the National Capital Region (NCR), and increasing operating efficiencies by centralizing support activities. Transportation, easy commuter access and travel time are additional important site selection criteria as the DISC must be located within three miles driving distance of either an existing Metrorail station, or one scheduled for construction with completion and in-service status by 2013. Once in operation, continuous shuttle service will go to that station.

The GSA lease solicitation process is both complex and time-consuming. During the past year, a DIA multi-disciplinary team proactively engaged with GSA staff to develop site selection criteria and building design standards that meet all federal regulatory requirements, including antiterrorism/force protection, sensitive compartmented information facility and transient electromagnetic pulse surveillance technology (TEMPEST) requirements.

GSA published an initial request for expressions of interest from lessors in August 2009 and, despite difficult market and economic conditions, 12 firms responded. This included five existing facilities that would require substantial renovations and seven unimproved sites that would involve new construction. DIA is assisting GSA as they prepare to issue the solicitation for offer, in which detailed, formal proposals are requested from lessors. DIA staff will also assist GSA in reviewing proposals to determine

which properties best meet site and building design requirements.

Construction completion and occupancy are highly dependent upon final secretary of defense approval and completion of the GSA acquisition process to reach the goal of having the facility operational by 2011 and fully occupied by 2013.

The DA Office for Engineering and Logistics Services (DAL) team continues to be driven to deliver a high-quality workplace for all employees. Stay tuned to the Internal Communications Web page for updates on this project. Questions or comments can be directed to DISC Project Manager Jennifer Mahony at (202) 231-8869 or Robert Meehan, realty specialist, at (202) 231-5816.

BRIDGING THE GAP
Between Collector, Analyst and Decision-Maker

By William D. Martinez, DX

CHROME gives collection managers a new way to register and manage their requirements and operations.

The Defense CI & HUMINT Enterprise Management Office's Technology and Tradecraft Division (DEO-3), in partnership with the Directorate for Information Management and Chief Information Officer (DS), is developing a system to strengthen collaboration and enhance the capabilities of collectors, analysts, operators and decision-makers.

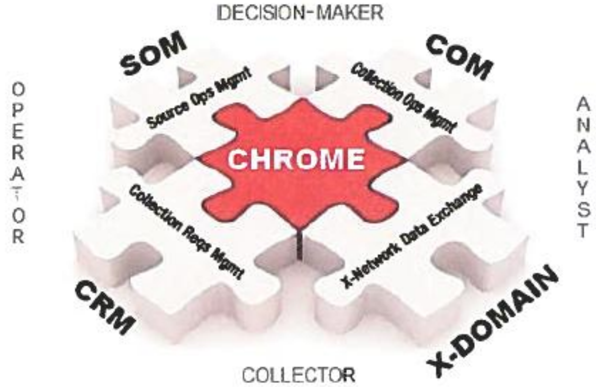
Counterintelligence and Human Intelligence Requirements-reporting and Operations Management Environment (CHROME) will be the central framework for managing collection requirements, collection operations and source operations; supporting intelligence requirements-related decision-making; and providing cross-domain service capabilities on JWICS and SIPRNet.

The CHROME architecture provides counterintelligence (CI) and human intelligence (HUMINT) collection managers an interface for registering and managing CI and HUMINT collection requirements and operations management. CHROME is being developed by leveraging existing capabilities to create new ones described in the Defense CI and HUMINT Enterprise Information Technology Toolset (July 31, 2009), and endorsed/approved by flag-level executors in the CI and HUMINT community.

From a system-of-systems perspective, CHROME requires the development of a single integrated, end-to-end and synchronized requirements management capability, and its associated business processes supporting the needs of the CI and HUMINT enterprise on both JWICS and SIPRNet. DEO-3 is managing CHROME cooperatively with the CI and HUMINT community of interest. Core CHROME capabilities will integrate applications from several known projects that task, report, evaluate, deconflict and assess, while promoting information-sharing across various classification levels.

This capability fully supports the intelligence cycle by accelerating collaboration to enhance decision-making. Specifically, CHROME will integrate technologies that help to analyze data; explain situations; raise awareness; provide advice; and predict consequences. When fully implemented, CHROME will unify several stovepiped intelligence systems into a single, integrated capability that will directly reduce sustainment costs and warfighter training requirements; increase interoperability and standardization; foster best practice tactics, techniques and procedures across national, tactical and operational elements; and align CI and HUMINT activities at an enterprise level.

CHROME will produce timely, robust, accurate, relevant and usable intelligence and information for warfighter planners and policy decision-makers when, where and how they want it.



Each puzzle piece contains a critical capability of CHROME.

Post of the Month:

U.S. Defense Attaché Office TRIPOLI

By the Directorate for Human Intelligence, DH

Post Highlights

When mentioning Tripoli, most Americans immediately think of the line from the Marine Corps hymn, "From the halls of Montezuma to the shores of Tripoli." This line harkens back to the Marine Corps' service against the Barbary pirates along the north coast of Africa. Veterans of those times would not recognize modern Tripoli, as it has evolved into a sprawling, crowded city. However, historic Roman structures and a 16th century Ottoman Castle can still be found within the confines of the city center. Further away from Tripoli, in the Jabal Akhdar (Green Mountains), there are Greek ruins, including the city of Cyrene. In Tobruk, near Libya's border with Egypt, there are numerous World War II battle sites and cemeteries. Of course, to the south lies the expansive Sahara, containing 95 percent of Libya's territory.

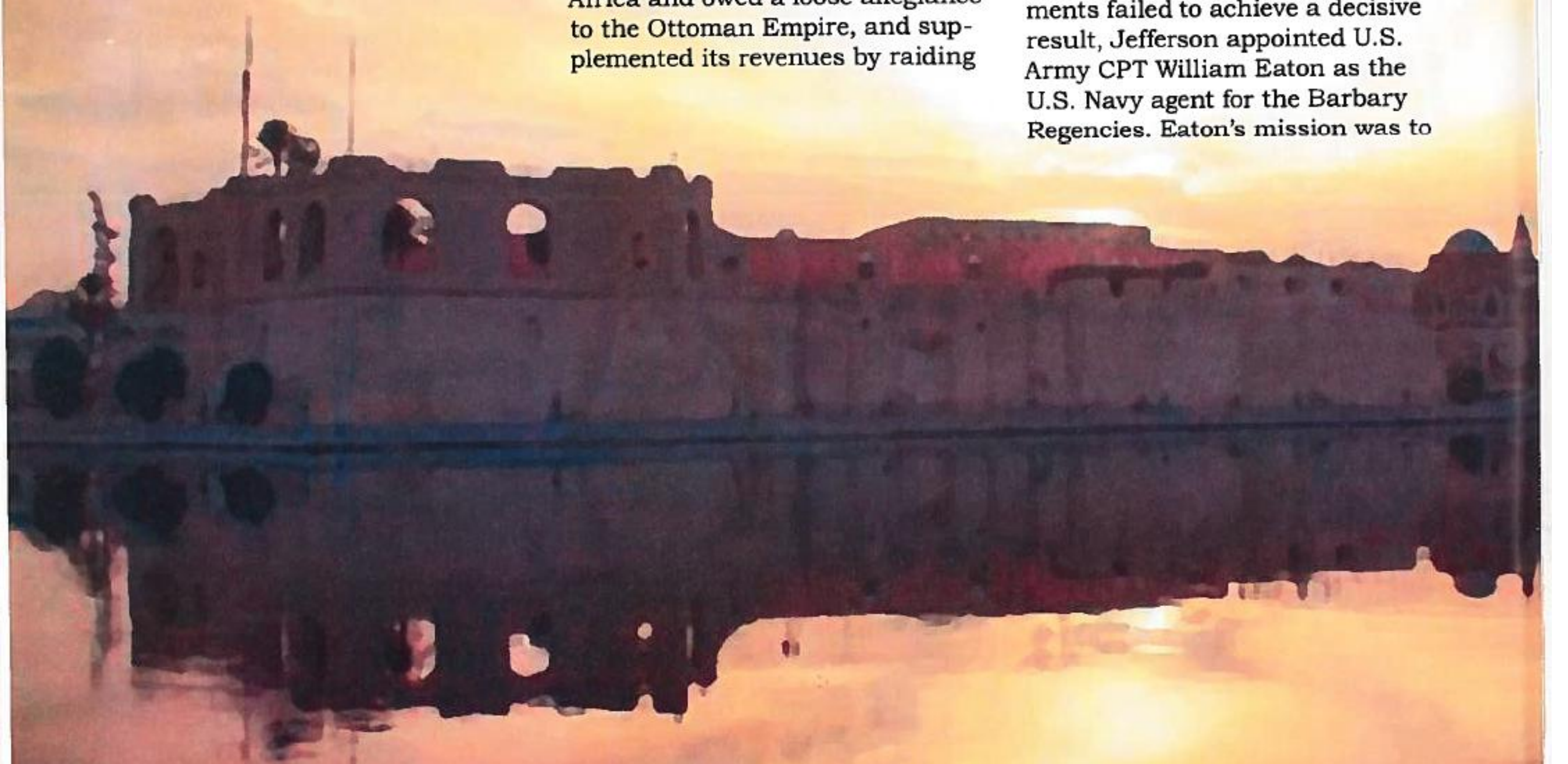
American Embassy Tripoli reopened in 2006, after almost 40 years of U.S. sanctions against Libya. It was first located in a downtown hotel, and then moved to a temporary compound of villas in spring 2008. The first American ambassador to Libya in 36 years arrived the following December. The U.S. Embassy team is constantly growing but remains a close knit group of professionals who are honored to be among the first to re-engage with Libya on a diplomatic level. In both a literal and figurative sense, they continually break new ground, with almost everything accomplished here described as "a first in almost 40 years."

Host Nation Highlights

TUNISIA
TRIPOLI
Mediterranean Sea
Gulf of Sidra
EGYPT
LIBYA
ALGERIA
NIGER
CHAD
SUDAN

Although Libya did not become independent until 1951, relations with Tripoli were a matter of concern during the early years of the United States. Tripoli was one of the Barbary States of North Africa and owed a loose allegiance to the Ottoman Empire, and supplemented its revenues by raiding European shipping and exacting tribute payments to forego such raids. America's independence meant that its shipping in the Mediterranean no longer had British naval protection and was now at risk.

President Thomas Jefferson had long favored a hard line against the Barbary pirates and ordered the first of a series of naval squadrons to the Mediterranean. After blockades and bombardments failed to achieve a decisive result, Jefferson appointed U.S. Army CPT William Eaton as the U.S. Navy agent for the Barbary Regencies. Eaton's mission was to



raise an army that could attack Tripoli by land. He marched from Egypt and managed to capture and hold the town of Derna in April 1805, marking the first overseas land battle fought by the United States. This U.S. victory influenced the Pasha of Tripoli's willingness to negotiate and sign a peace treaty two months later.

During World War II, elements of the U.S. Army Air Corps operated from bases across northern Libya both in support of British Eighth Army operations against the German-Italian Panzer Army and strategic bombing missions against targets on the European continent, including the raid on the Ploesti oil refinery in Romania. After World War II, Wheelus Air Base was established near Tripoli.

On Sept. 1, 1969, Libyan army officers calling themselves the Revolutionary Command Council (RCC) overthrew Libya's King Idris and proclaimed the Libyan Arab Republic. Captain Muammar Qadhafi announced himself leader of the RCC and head of state. Qadhafi viewed Wheelus, as well as Britain's Al Adem air base near Tobruk, as vestiges of colonialism and pressed for their closure. Subsequently, the last U.S. forces went "Wheels up, Wheelus," and evacuated the base in June 1970.

Relations soured throughout the 70s, and then the Iranian seizure of the U.S. Embassy in Tehran in 1979 precipitated a complete collapse of the U.S.-Libyan relationship. On Dec. 2, a mob demonstrating Libyan solidarity with the Iranian Revolution attacked and burned the U.S. Embassy in Tripoli. The embassy staff escaped harm, but operations were suspended on Dec. 5 and the chargé d'affaires was temporarily recalled. The U.S. asked Libya to accept responsibility for the protection of the embassy and its staff and to agree to provide compensation for damages. No such assurances were forthcoming, and on Dec. 22, 1979, the United States designated Libya as a state sponsor of terrorism. On May 2, 1980, after the Libyan government announced a campaign to assassinate dissidents abroad, the United States expelled four Libyan diplomats, recalled its last two diplomats from Tripoli and closed the embassy.

Photo courtesy of DAO Tripoli

The DAO Tripoli team on a road reconnaissance mission near the Libyan capital.

Relations deteriorated further throughout the 1980s and 1990s, with the U.S. imposing further economic sanctions and travel restrictions. Libya took a step toward ending its international isolation in 1999 when Qadhafi agreed to the trial of the suspects in the bombing of Pan Am Flight 103 over Lockerbie, Scotland.

Between 2001 and 2004 Libya accepted responsibility for the Lockerbie bombing and agreed to pay compensation to the families of the victims. Libya also arrested several al-Qaida suspects and agreed to suspend its program to develop ballistic missiles and weapons of mass destruction. In exchange, the United States lifted sanctions and removed Libya from the list of states supporting terrorism.

The United States began re-establishing diplomatic relations with Libya with the opening of a U.S. Interests Section in February 2004. Later that year President Bush signed Executive Order 13357, terminating the national emergency regarding Libya, ending U.S. economic sanctions, unfreezing Libyan assets, and authorizing the resumption of airline service. On May 15, 2006, Secretary of State Condoleezza Rice announced that the United States would restore full diplomatic relations with Libya. Upgrading of the Liaison Office in Tripoli to embassy status followed on May 31.

Operational Highlights

USDAO Tripoli, like the rest of the embassy, has been steadily establishing itself since it opened in 2006 in a room at the Corinthia Bab hotel. The move out of the hotel temporarily resulted in the defense attaché office and executive offices being located on one side of town in a villa compound, and the administrative and other support offices located about 45 minutes away in an annex. In December 2009, the embassy expanded the villa compound and united all offices — at last it began to feel like a real embassy.

Despite the less than ideal work spaces and a small staff, DAO Tripoli has been an important and integral player in the normalization of relations between Libya and the United States. In 2008 DAO Tripoli supported Rice's visit to Libya, the first U.S. secretary of state visit to Libya in more than half a century.

Photo by CW3 Kim L. DeYoung, DII

Defense Attaché LTC Brian Linvill and a Libyan Air Force officer at the 2010 Distinguished Visitors' Day aboard the USS Dwight D. Eisenhower.

Location: Tripoli, Libya
Population: 6.3 million
Language: Arabic
Basic Greeting: Al Salaam a'Laykum (Peace be with you) or Marhaba (Hello)

DAO Tripoli had a banner year in 2009. One of the highlights of the year, both for the members of the office and the Libyan military, was an enormously successful Distinguished Visitors' Day aboard the USS Dwight D. Eisenhower. The DAO invited 24 Libyan military officers to fly out to the Eisenhower and experience a tailhook landing and catapult launch from the flight deck. The Libyan officers who attended the event still talk about what a great day it was and how it marked renewed cooperation between the two militaries. The DAO also coordinated the visit of the U.S. Coast Guard cutter Boutwell to Tobruk.

Throughout the year DAO Tripoli hosted numerous visitors and arranged conferences between U.S. and Libyan personnel. The U.S. Africa Command Commander GEN William Ward visited Libya twice in 2009, meeting with Qadhafi on his second trip. The DAO helped facilitate the visit of the congressional delegation of Sens. John McCain, Joseph Lieberman, Lindsey Graham and Susan Collins. The DAO also arranged for a "Council of Colonels" by bringing U.S. officers to Libya to discuss the development of military-to-military relations between the countries. Near the end of 2009, the DAO also sponsored a very successful delegation of Libyan military journalists who traveled to Stuttgart, Germany, to tour U.S. facilities there and interview GEN Ward.

DAO Tripoli also has the responsibility of managing all security cooperation activities. As such, the office has cemented relations by negotiating a military cooperation memorandum of agreement between the U.S. and Libya, as well as paving the way for the signing of an end-use agreement which permits the release of International Military Education and Training (IMET) funds to the Libyan military.

The members of DAO Tripoli have relished every "first" they have been involved in during their tours, but above all, the greatest honor to date was serving as the honor guard and raising the American flag over the new embassy compound on May 13, 2009.

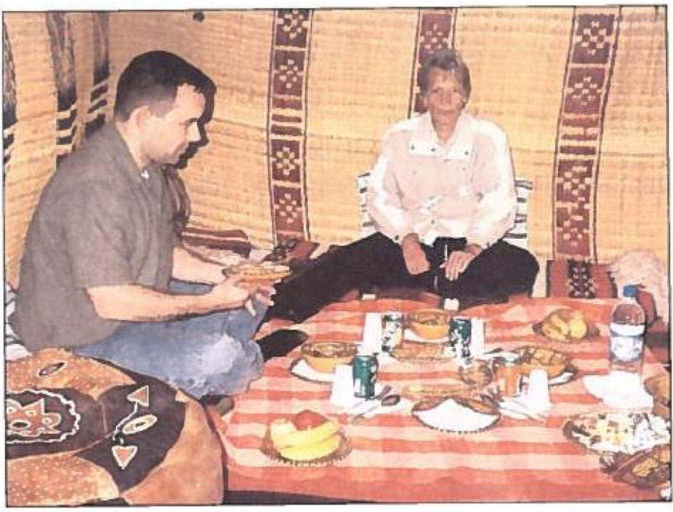


Photo courtesy of DAO Tripoli

Defense Attaché LTC Brian Linvill and CW3 Kim DeYoung enjoying a traditional Libyan meal.

A Call to MENTOR

By Angela P. Morton, EO

The Missile and Space Intelligence Center partners with local schools to build children's self-esteem and self-confidence.

DIA's Partnership in Education (PIE) Program has enhanced the educational experience for elementary school students for more than a decade. The DIA PIE Program provides individual and group relationships between agency employees and students with the focus on education and literacy.

As many as 50 Missile and Space Intelligence Center (MSIC) employees partnered with West Huntsville Elementary School (WHES) faculty to improve student reading and math abilities. These critical MSIC mentors also provided enrichment opportunities through telecommunication conferences, multicultural events, meetings with high profile personalities and competition in annual essay contests. Academic staff members lauded the PIE Program for its ability to produce a notable increase in self-esteem and self-confidence as the students sought more challenging work and projects. MSIC mentors were praised by school leadership and former students as outstanding role models who made it possible for the students to experience the value of education in life, success and career paths.

Volunteers came from across the MSIC organization and included intelligence analysts, engineers, computer scientists, graphic artists, and finance and contract specialists who inspired students to envision future career opportunities available to them.

Recently, the agency's 14-year partnership with WHES ended on a festive note as MSIC mentors participated in the school's farewell activities. WHES closed its doors and merged with another school due to population shifts. MSIC's new partners in education are University Place Elementary School (UPES) and Westlawn Middle School (WMS).

Principals Towana Davis, UPES, and Frazier Barnes, WMS, are eager and excited about the future MSIC partnership.

As DIA gears up to provide volunteers for the new schools, MSIC is looking for employees to sign up as mentors or tutors for the program. With supervisory approval, DIA grants employees up to two hours of administrative leave per week to participate as a mentor in the PIE Program.

HUNTSVILLE CITY
SCHOOLS
Where Young Futures Take Flight

If you are interested in volunteering or learning more about MSIC's Partnership in Education Program, please contact Angela Morton or Kelly Whatley in the Equal Opportunity and Diversity Office (EO) via JWICS e-mail, or reach them by phone at (256) 313-7271.

Photo by Angela P. Morton, EO

MSIC personnel gather with members of West Huntsville Elementary School during the school's farewell activities. From left to right: Larry Davis, MSIC; Lamar Campbell, WHES graduate and keynote speaker; Ernest Horton, former WHES principal; Eddie Glover, MSIC; Barbara Johnson, WHES Principal; Arthurine Shackleford, MSIC; and Don Gamble, MSIC.

To Achieve LARGE RESULTS, Small Details Matter

By Adrian "Zeke" Wolfberg, CS

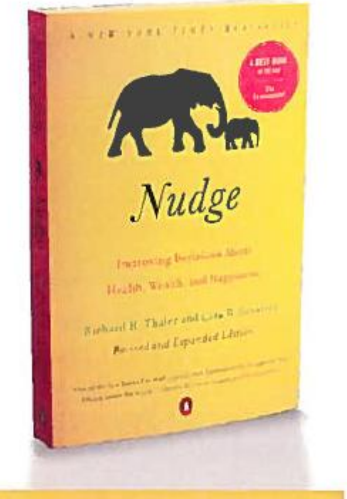
It doesn't take monumental movement to cause great change — sometimes it only takes a nudge.

This issue's book review, "Nudge: Improving Decisions about Health, Wealth, and Happiness," addresses a common conundrum: We are very busy people often working on complex issues and therefore often do not have time to think about how and why we should do something different. For the intelligence community, we might think about this challenge as the difficulty in embracing new behaviors, requirements or tasks levied by agency leadership or division chiefs while at the same time get everything that needs to get done completed. But this problem is not limited to experiences within a hierarchical structure; even in peer groups we have the challenge of getting our colleagues on board to accomplish a task.

For Thaler and Sunstein, the basic premise of their book is that there is another option to creating change other than through edict. That option relies instead on influence, that people can be greatly influenced by small changes embedded within whatever context the desired change lives — what the authors call a "nudge."

When is a nudge more appropriate than edict? A nudge is more useful when we have a difficult time seeing the connection between a change we make now and the consequences that occur much later. For example, in our personal lives we can think of the immediate cost of exercising or dieting but we do not have a very good sense of the delayed benefits from such costs. This difficulty in seeing and having to wait for the delayed benefit often results in never achieving the intended benefit such as losing weight. Having a dentist tell you that you have to floss your teeth to ensure that in the future you do not get periodontal disease will often not work. This is because of the difficulty we have in seeing the delayed benefit of the daily task. But if a dentist informs you that there are easy-to-use flossing products to use as part of your teeth brushing routine, then you might try it.

The dentist created a new context for you. A choice was offered. Having a choice or offering a choice allows us to become, in the author's terminology, the "choice architect." A nudge is then defined by the authors as the things a choice architect does to effect change in people's behavior but without edict or without limiting people's freedom of choice.



Title: Nudge: Improving Decisions about Health, Wealth, and Happiness

Author: Richard H. Thaler and Cass R. Sunstein

Published in 2009 by Penguin Group

Thaler is a professor of behavioral science at the University of Chicago Graduate School of Business

Sunstein is a professor of law at Harvard Law School

People may react to the concept of the nudge in one of two ways. Some may feel that it is impossible to influence an organization's actions and that for a person to change, an edict or ban is required. Such a concern may be especially relevant for government where the risks of mistakes and biases may cause real and serious impacts. So in this case, influence is not viewed as viable, only edicts and bans are. But, as the authors point out, the government provides baseline rules and regulations in various ways, which intentionally were created to affect our choices and outcomes. Our culture believes that individuals can be influenced. The trick at the work-unit or agency level is

to figure out which issue is best addressed through influence or edict.

The other reaction people have to the concept of nudge is potentially darker. Some of us believe that influence leads to or involves coercion. Would anyone object to placing fruit and salad before desserts at an elementary school cafeteria line if the outcome was to help children eat healthy food? The order of food does not stop the person from picking up a dessert; they still have that freedom of choice.

What the authors offer is a more nuanced approach at implementing decisions. Edicts and nudges are the opposite sides of the same coin. A nudge is more useful to achieve organizational results under certain situations where uncertainty, complexity, lack of feedback or limited frequency exists. Under these conditions, influence — a nudge — can be much more effective and less expensive in the long run.

The Knowledge Lab purchased 30 copies of Nudge for DIA civilian or military employees for their professional development. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.

Co-ops Experience a WHOLE NEW WORLD

By Elizabeth Ostaszewski, FE

Student co-ops in the Chief Financial Executive Office branch out from their home office and reside at desks around the agency.

A relief — after six months away from writing papers and reading laborious textbooks, countless co-op students are returning back to their respective colleges and universities, each with different accounts of what they accomplished during their co-op. As a student given the opportunity to work for DIA and the Chief Financial Executive Satellite Office for the National Measurement and Signature (MASINT) Management Office (NMMO) (FE-MMS), such recounting proves difficult, restricted by classifications of what can be said and the inability to disclose the details of our finished products. Each day was like walking in a different world, one that only we saw and that we could not be trained for, but to which inherent skills and perception were crucial. Success and overall experience was greatly marked by my ability to impart knowledge gained from my studies, the activities and projects I completed, and the people I worked with.

Studying finance and economics, the differences between public and private sector application of these fields could not have been better highlighted than by the degree of training requirements, and the multitude of laws and policies that had to be heeded. It is no wonder Congress wants to reform Wall Street. However, as a co-op I felt greatly inspired to utilize skills imparted by my education to accomplish my responsibilities. Even taking a procedural-based task like travel processing, I was able to put forth a spreadsheet that not only facilitated better reporting, but ensured accountability of all obligated and expended funds, whether at the accounting or budget center levels.

Having been part of FE-MMS, each task and project I assisted towards completion affected crucial financial decision-making, whether for NMMO or FE. Putting together the spend plan for NMMO afforded me the ability to comprehend the culmination of programming as it was executed once the fiscal year began, as well as gain insight into the role of Congress. When placed under Continuing Resolution Authority, updating the rest of FE-MMS with succinct versions of the Congressional Updates published by the Office of Congressional and Public Affairs (CP) greatly assisted in keeping everyone informed.

In such instances, collaboration and teamwork proved to be critical to updating and revising the spend plan. Initiating meetings and partnering with key personnel proved critical to ensure funds were best allocated. Asking questions and following up were truly golden rules for ensuring a fully finished product.

As I look back on my time spent with DIA, I am extremely proud of my multitude of accomplishments. I immersed myself into a field that I still cannot say I fully comprehend, but was able to gain insight into the federal budget process through all facets, and all this culminated in receiving a plaque from my supervisor. Departing from what may have been a different world bears a degree of sorrow, but having contributed to the mission of DIA has crystallized my experience.

Changing Analytic Fields: CONSIDERATIONS for Analysts

By Richard L. Fuller, DI

Changing jobs? Taking on a new country? This senior intelligence analyst offers a few tips for getting over the learning curve.

Supporting the warfighter means analysts sometimes cover subjects and topics where they have little substantive background. When the nation is engaged in a conflict, analysts may shift to accomplish the mission. In other cases, restructuring of priorities or major political changes dictate the movement of analysts to new accounts.

This sort of transition is relatively unique to intelligence officers. Analysts who shift to unfamiliar territory or who are hired into working topics other than their educational background face a common challenge: gaining familiarity, proficiency or, in long-term assignments, mastery in a new arena.

Below are some steps analysts can take to develop proficiency in a new area.

On the Job

Take advantage of formal training. Some offices have regimented, formal training plans to develop new analysts in their new subjects. Your new supervisor should be able to direct you on which courses to take, or if there is a training coordinator for the organization.

Talk to the senior intelligence officer (SIO), senior intelligence analyst (SIA) and team lead. Take notes. If you have lead time before reporting to your new assignment, discuss training opportunities that will support your new assignment with your current supervisor.

Develop your network of analysts in the intelligence community. Log in to A-Space and search for individuals and workspaces associated with your topic. Update your profile to show your new account. Join associated workspaces and examine the topics of discussion, noting the names and offices of the contributors. Add these members as colleagues, e-mail them an introduction, and specify your new account and your willingness to collaborate.

Read Intellipedia and Core Knowledge Online background articles. Search eZHR and the Joint Intelligence Virtual University for online courses pertaining to your topic. Discuss with your team lead and supervisor about using a portion of your work day to read and take these virtual courses.

Find substantive mentors. Identify the "experts," approach them and listen. In some cases, the individuals with the most background in a topic are not the current leadership (i.e., team leads or SIOs), but are lifetime analysts, younger scholars with an in-depth study in the region, such as graduate students new to DIA or contractors with a wealth of background in a region. As questions arise, ask these individuals and seek their opinions on various related topics

Get into the area — physically. Take advantage of HUMINT Analyst Response Team (HART) and analyst familiarization programs. Travel to the region, volunteer to deploy or work at the embassy. Be aware of the lead time and purposes of these programs, plan far in advance and follow through with requests. Understand the cost associated with these trips and the fiscal planning cycle. Be persistent in your attempts and consistent in your dedication to the mission and purpose of the travel.

Off the Job

Read. Most analysts are prolific readers by habit. Consider adding a contemporary history, a biography or an account of a war in the new area. Ask the most experienced analysts, team leads, SIAs and SIOs what books they recommend for gaining knowledge on your topics. Many of these individuals will have books on hand for quick reference, and they may even be willing to lend you their copies. When you have read a book, take time to discuss it and ask questions based on what you have learned. Consider purchasing a personal copy that you can bookmark, highlight and keep on-hand for reference. Raid the DIA unclassified library and your local library for books on your subject. Consider developing your own personal library on the subject.

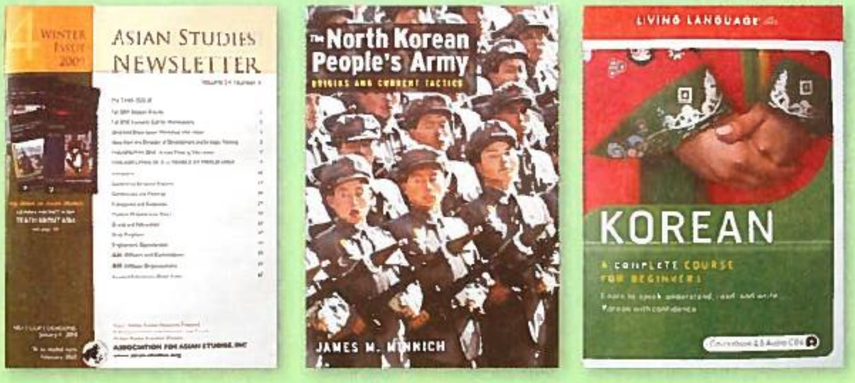
Identify the academic experts and professional associations in the field of study. Subscribe to journals, newspapers or magazines that serve to develop your knowledge of related topics and keep you up to date on research

and current events. Many professional journals are available to you free of charge through www.opensource.gov. Access to the Internet site is free for government employees. Depending on the topic, consider joining professional associations; many associations, colleges and universities host conferences on regions, countries or specific issues.

Surf the Web and start deep Web research. Read and bookmark sites of interest from the open Web like Google. Read the CIA World Factbook on specific countries of interest. Even basic pages such as Wikipedia can provide a starting point on new topics — especially in the links to sources at the bottom of the wiki pages. Visit DIA's John Hughes Library and ask for the DIA accounts and passwords for online journal databases such as LexisNexus or Proquest. These enable you to access academic journals at no cost from home or government workstations. Read online versions of regional newspapers in English (i.e., Moscow Times, China Daily, Al-Jazeera or Tehran Times Daily News). For potentially sensitive searches, consult with your office and contact the Defense Intelligence Open Source Program Office (DIOSPO) for information on non-attributable open-source research accounts.

Study the geography. Get political and relief maps of your country. Study the major cities, mountains, ports, railroads, crops, industries and historical sites in the region. Depending on your learning style, consider printing off blank maps and quizzing yourself on the states, cities, regions and mountain ranges. Write the names of these items a few times to reinforce their spelling in your memory.

Watch documentaries and search YouTube. Many documentaries are available for check out at local libraries. The History Channel, A&E, National Geographic, the Travel Channel and other cable companies often produce specials which may be of interest. YouTube is another resource for information, especially interviews with political leaders (more than 200 video responses for search "Interview with Medvedev") or military related information (more than 400 video results for "China Military Parade 2009"). As mentioned above, analysts should be aware of limiting the details in their searches or use a non-attributable account obtained through DIA.


WINTER ISSUE
ASIAN STUDIES NEWSLETTER
ASSOCIATION FOR ASIAN STUDIES, INC
The North Korean People's Army
ORIGINS AND CURRENT TACTICS
JAMES M. MINNICH
LIVING LANGUAGE
KOREAN
A COMPLETE COURSE FOR BEGINNERS

Analysts can develop expertise in their fields by staying abreast of current research and discussions through journals and conferences stemming from the academic world. The Asian Studies Newsletter is the quarterly journal by the Association for Asian Studies.

Identify key books and consider purchasing copies for your personal library, such as this well-used edition of "The North Korean People's Army."

Learning the language of your country of study enhances your capabilities as an analyst and researcher. Analysts fluent in target languages are more equipped to assist in debriefings, Web research and international engagement operations.

Take college courses. Depending on the topic, college courses may be available locally. In the D.C. area dozens of institutions offer evening and weekend courses. DIA has study programs and may cover the costs associated with the courses or allow you to attend a daytime course as part of your development. If you pay out of pocket for the courses, you may be qualified for a tax write-off.

Learn the language. While some temporary assignments do not require familiarity with the language, consider learning at least the basics of the script and how to pronounce common words correctly. If you are adept at learning the language, dive in. The Department of Defense (DOD) will pay you for your efforts in certain languages through Foreign Language Proficiency Pay. If you develop a basic proficiency in a related language, DOD may pay to cover academic study of the language or send you to additional courses or programs, such as the Defense Language Institute in Monterey, Calif.

While this is not a complete list, these points will aid new or transitioning analysts in their efforts to learn a new area.

DA's GLOBAL Mission: Supporting DOD Embassy Employees WORLDWIDE

By Robert T. Veale, DA

A new team in DA's Headquarters Services Office reaches across the agency and intelligence community to help Defense Department elements around the globe operate more successfully.

The Headquarters Services Office (DA-HS) within the Directorate for Mission Services (DA) was established in 2008 to provide services to both internal and external customers. DA-HS provides strategic planning for DA and is responsible for performance management of DA activities, working closely with the offices of the Chief of Staff (CS) and Chief Financial Executive (FE) performance managers. Additionally, the office manages outreach and DA communication efforts, such as the DIA Greening Conference.

DA-HS is not limited to supporting DA and DIA, however. DIA is the executive agent for overseeing Department of Defense (DOD) interests under the International Cooperative Administrative Support Services (ICASS) and Capital Security Cost Share (CSCS) programs. While both of these programs are run by the Department of State, DA-HS is the only DOD office tasked to represent DOD-wide equities in these programs. This is done within the new DOD ICASS/CSCS Program Management Office in DA-HS.

The DOD ICASS/CSCS Program Management Office within DA-HS not only represents all DOD entities in Washington-level working groups, committees and councils, but it also serves more than 170 different DOD customers to address programmatic issues, resolve discrepancies, and advocate better services and training. The vision of this new program management office is to ensure all DOD elements, regardless of where they serve abroad, have access to the best possible services at the lowest possible cost. This is accomplished through oversight, program evaluation, program training and awareness, and unified policies.

The ICASS program delivers administrative support services to all U.S. government departments and agencies working under the ambassador or chief of mission (COM) umbrella at U.S. embassies worldwide. This includes as many as 31 separate cost centers, which encompass health care, information and financial management, and general services used by DOD members.

Photo courtesy of DA

DA's Headquarters Services Office: Daneta Billau, Don Washington, Jennifer Snellings, Robert Veale and John Hutzell.

The CSCS program was established by the Secure Embassy Construction and Counterterrorism Act of 1999 as a result of the bombings of the U.S. Embassies in Nairobi, Kenya, and Dar es Salaam, Tanzania, in 1998. The initial goal of the program was to fund and construct 150 new embassies by assessing a fee for all departments and agencies with personnel under COM authority based on the number of people and the type of space occupied. The State Department was given the authority to raise $1.4 billion every year until all vulnerable embassy facilities were upgraded or replaced, reaching 2025 or beyond.

DOD has roughly 6,000 people under COM authority worldwide, which includes military, civilian, and locally employed staff. The DOD ICASS/CSCS Program Management Office completed its first review of DOD position data in 2009, which will be used for the fiscal year 2011 assessment, resulting in a cost reduction over the 2010 fiscal year assessment. By identifying errors in the State Department database and implementing DOD standardized policies program-wide, this represents a total savings of well over $75 million over the life of the program.

The DOD ICASS/CSCS Program Management Office continues to develop and improve processes to manage these two important programs for the director of DIA. Additional goals for 2010 include improved ICASS training, developing an information SharePoint site for DOD ICASS customers, and identification of additional savings in the CSCS program.

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Interview with

Melissa DASTON
Chief of the Office of Human Resources

By the Communiqué Staff, CP

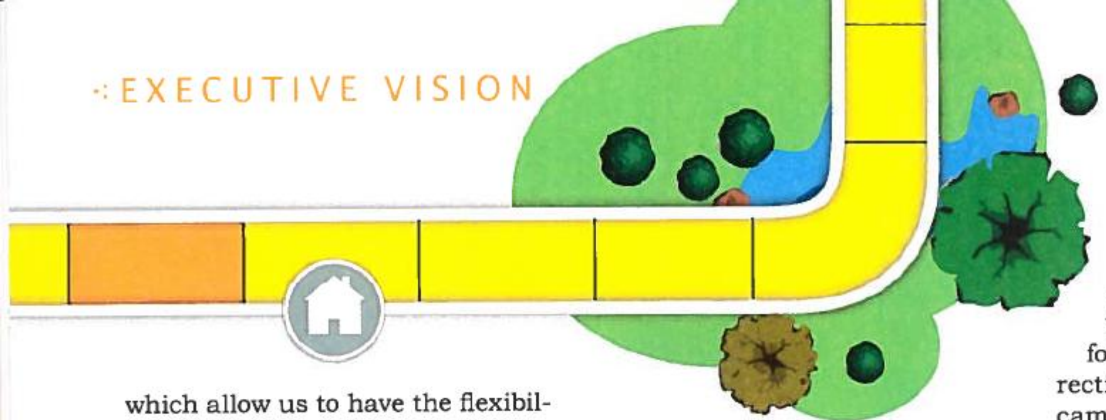
The Communiqué staff sat down with Melissa Daston, chief of the Office of Human Resources (HCH), to talk about the Defense Civilian Intelligence Personnel System (DCIPS), policies and programs that improve employees' quality of life, and the impact Base Realignment and Closure (BRAC) recommendations are having on DIA employees.

Daston has served as the chief of HCH since September 2009. Prior to this assignment, she managed the deployment of DCIPS while serving as the senior expert for Human Capital technology. Daston began her career at DIA in the measurement and signature intelligence (MASINT) field, and has been with DIA for 28 years, including time spent during joint duty rotations.

COMMUNIQUÉ: *DCIPS has been at the forefront of people's mind lately, so let's dive right in: What have been some of the positive and negative impacts of the DCIPS pause?*

MS. DASTON: Let's start with the positives. Under the pause, we are now able to do advancement within the pay bands. Previously under DCIPS, once you were within a pay band there were no opportunities for pay advancement other than your end of the year performance-based pay. For example, pay band three goes from GG-11 to 13, so if you were an 11 at the point of conversion, there were no longer promotions within the band, it all depended on the employee's performance. This was one of the things DIA talked about with the undersecretary of defense for intelligence (USD(I)) before conversion, but the rules were the rules. The DCIPS pause allows employees to apply for a position within their existing band and, if selected and qualified, receive a within-band promotion.

The second positive impact is not one that the average employee would see; it's more of an impact on recruiting and staffing. Under DCIPS there were very clear rules that stated if you were coming from another intelligence community (IC) organization, we were not permitted to give you a salary raise. The concept behind DCIPS, which is part of the larger National Intelligence Civilian Compensation Program that the Office of the Director of National Intelligence (ODNI) is running, is to have all of the intel community personnel under one set of rules and processes. The idea is if you are coming from the National Geospatial-Intelligence Agency to DIA, for example, you are working in the IC. If it was a position within the same pay band, it was a lateral and there was no pay increase. There were also limitations on what we could and could not give candidates outside of the IC. All of this had an impact on recruiting. During the pause we've gone back to some GG rules,



which allow us to have the flexibility to either match or increase the salary up to two steps when you're coming to a new position from the outside of DIA. It is not a guarantee, but it gives us back this flexibility that had been taken away.

I think the third positive impact is a dual-edged sword. People really got lost in the idea of pay bands; it was a very difficult concept. The GG equivalents, or GGEs, give people an anchor that says where they stand within the pay band. These kinds of designations are helpful when you have such large bands.

What have been the down sides? Although the GGEs give you some place to tether yourself and know where you stand, they have also created great consternation because people who moved to different jobs within their pay band while we were under strict DCIPS rules did not get these promotions. For example, they were a GG-11 and took jobs that in the old days may have been a GG-12, but they did not get a pay increase. When we had to assign the GGEs using the USD(I) rules, they're still at a GG-11 because that's what they were at the point of conversion. So these GGEs are a dual-edged sword; it gives you a sense of where you are, but it's also left some people unhappy.

COMMUNIQUÉ: *Is anything being done to rectify these types of situations?*

MS. DASTON: We received approximately 1,000 GGE-related requests for clarification and/or reconsideration. We completed our initial assessments using all the opportunities for adjustments provided by USD(I) policy. It's important employees understand that they're being taken very seriously. For every employee who has submitted a letter, we are pulling their full personnel file, doing a comprehensive review, and presenting the information to a joint HC/General Counsel panel. Because we had to do the GGEs so quickly, we have found errors, and we are correcting those. When an employee came from the outside and was previously a GS-13, and under the GGE calculation they were placed in a 12, we are putting them back to a 13. In the background, DIA has been working with USD(I) and has submitted requests to USD(I) for additional flexibilities which we are hopeful will be approved.

In terms of rectifying where people moved to a new job under pay bands, there is no legal way for us to do that. As I said at the beginning, one of the positives of the pause is you can now compete for promotions within the band, but we cannot change what was done under the DCIPS year because it was done legally. There is no legal way for us to do anything other than what we are doing right now.

COMMUNIQUÉ: *In your previous job, you were conducting town halls and answering people's questions about DCIPS. Had you been queen for the day, would you have done anything differently either during the run-up, during the implementation or now during the pause.*

MS. DASTON: Regarding the DCIPS program, the one thing I would have done differently I think I've already addressed, which would have been to allow movement within the pay bands — pay progression within the bands. During the design, DIA as an agency from top to bottom was very interested in this, and we argued very vehemently for it.

What would I have done differently under the pause? Hindsight is always wonderful, and at this point I would say I probably would have taken a closer look to review and address DCIPS policies that had an inadvertent impact. Generally when Congress signs

CHILD
DEVEL
CENTE

Photo by CP-2

Deputy Director for HC John Allison helps dedicate new child care spaces for DIA children at the Bolling Child Development Center in August 2008.

a bill, it's effective 30, 60 or 90 days later. In this case, Congress signed the law and made it effective upon the date of signing, which is extraordinarily rare. Because of that, USD(I) had to come up with rules very quickly, working with not just DIA, but with all the other organizations that had converted. The rules they made were not just for DIA, they are for the whole community. There are 28,000 employees under DCIPS, so I'm not going to second guess USD(I). I don't know if I could have done any better if I had been sitting at USD(I) and been queen for the day.

COMMUNIQUÉ: *What do you see as the personnel system of the future?*

MS. DASTON: I do not see the traditional GS system continuing. The GS system as it exists today has been in effect for almost 70 years. The last revision of the system was in the 1940s. This is a very long period of time to have a personnel system. When the GS system was last updated, more of our jobs were doing things and not thinking about things. They were not intel analysts, they were not planning, they were not doing the work we do today. The GS system was predicated on piece work and production, which is not the work we do today.

As for what I think the future system will be, I can tell you what is in the plans with the Office of Personnel Management. The president has stated that he wants to move to a pay-for-performance system for the entire federal government. I think this is appropriate. I am a huge advocate for pay for performance. Although there may have been nuances in DCIPS I personally did not like, I am firmly wedded to the concept that people who perform significantly higher than the next group should be rewarded differently. There should be a payoff for hard work and performance. I think the future pay system will be a pay for performance system. I think it will have even fewer pay bands than the five we started with, but there will be gradations within these large groupings for movement within the band.

COMMUNIQUÉ: *What kind of programs does DIA implement to improve an employee's quality of life?*

MS. DASTON: Let's start with some of the easy ones. These are things employees may not be taking full advantage of.

"We are looking at how we can partner with our sister agencies to provide Telework cubes in classified areas."

Civilian Fitness Program. When you participate in the Civilian Fitness Program, you get three hours per week during job time to exercise. This can be a walk around your facility, a trip to the gym or other forms of fitness activity.

The research on this is really clear: When people are exercising and are well, they perform better. There is less sick leave usage, and there are fewer health issues. I don't care whether you're the person on the loading dock or you're Mr. Cardillo, all of our jobs are extremely high-stress. DIA works at an ops tempo like no other place I've ever seen.

Alternate Work Schedules. We have a number of alternate schedules that include flexible schedules and compressed work schedules. An employee can utilize a flexible schedule to vary arrival and departure times and earn credit hours, or they can request a compressed work schedule such as a 5-4-9 or other schedule. All of this is dependent on what your manager is willing to approve.

Telework. Telework goes with alternate work schedules. If your boss says he or she can't afford to have you out of the office three days out of every week, perhaps you could agree to Telework for one day. What happens if you have inclement weather? If you're a smart person, you've worked with your boss to take home unclassified work. Let me give you a great example: Through eLearning, there are unclassified opportunities for training. Why couldn't you do some training at home for a half-day? If you're waiting at home for the mythical cable repair person, or there is inclement weather, Telework is a great program.

We are looking at how we can partner with our sister agencies to provide Telework cubes in classified areas. The original Telework policy, which I helped to write when I was an analyst, has always stated "and other locations," it's not just at home. There are challenges, but we are actively working on this issue.

Child Care. For employees with young children, DIA has reserved spaces at the Bolling Air Force Base Child Development Center. We have a priority placement program with KinderCare. We also have stork parking at the DIAC for pregnant women.

> "It's a common misconception that EAP is only for those employees who are having trouble at work — that is not the case."

Employee Assistance Program (EAP). It's a common misconception that EAP is only for those employees who are having trouble at work — that is not the case. We focus a lot on parents with young children, but we also are looking at people in the other half of DIA who have aging parents. EAP can talk to you and provide you referrals and information on elder care through one of our 24/7 referral services. If you've got a child with a learning disability, they can tell you about the resources available in your area. EAP is a broad program that I'm not sure everyone takes full advantage of.

Programs On Demand. And last but not least, we've got a couple of really interesting programs that are "on demand." Weight Watchers at Work just started up again. We have the United Through Reading program (read more on Page 2) and also Family Support Night for families of employees who are deploying.

COMMUNIQUÉ: *In the past few years, we've really seen DIA grow globally. What is HC's policy for handling spousal collocation? Will P-billets be set aside so that the spouse can move, too?*

MS. DASTON: Over the last six months or so, we've been working with the Associate Deputy Director's Office (ADD) on issues like this. We have a mobility working group that has all of the combatant commands participating, and it deals with the fact that, aside from the Directorate for Human Intelligence (DH), historically DIA has been National Capital Region-centric. We have a draft still in coordination called the Civilian Spousal Assignment Program. This program is looking at how we can provide job opportunities for spouses who are also DIA employees. The intent is if your spouse gets moved to Location B and you're still in the Location A, you have the opportunity to also move to B. My hope is that we will see something final in April.

COMMUNIQUÉ: *While HC has made it much easier to apply for joint duty credit, what is being done to increase the number of joint duty opportunities for employees who work away from the National Capital Region (NCR)?*

MS. DASTON: Thank you for recognizing that we've made it easier. There are two types of joint duty assignments. One of the things that has recently been approved is joint duty within the agency. There are some jobs that are significantly different within our own agency that qualify for joint duty. We're in the process of identifying which billets qualify as joint duty credit billets within DIA. Examples of this might be a congressional liaison, a Directorate for Intelligence (J2) position or a task force position that works throughout the IC. Those types of opportunities will increase the number of joint duty options for employees worldwide.

In the Workforce Mobility Working Group, one of the other topics we're looking at is how you get joint duty, how we move people around, the mechanisms to do this, and the costs to swap people out. There are a number of issues specifically related to the commands; joint duty is just one of them, and this is an opportunity to improve it.

In terms of creating more opportunities within the larger community, it is up to each individual agency to advertise opportunities for joint duty. This is one of the regular topics for both the ODNI and the USD(I), and is something that is quite important. Effective this fall, there are no joint duty credit waivers for senior executives/senior leaders. Executives absolutely must have joint duty to qualify for an executive position. Eventually we will also have a requirement that as you go up within the ranks at the pay band 5 level and below, you will see that joint duty is going to be considered as a positive career event. Remember, it's all about learning how other agencies work so that there is information sharing and solving the intelligence problem.

When I was a MASINTer, we couldn't work without being joint. Measurement

and signature intelligence is not housed in one agency; it is spread across the services, as well as within several different agencies. I also did a three-year tour at the National Security Agency, as well as some other jobs that have been "almost" joint duty, so I am a huge advocate for this program. There is a very good reason why we're asking people for this experience — it's to improve our intelligence mission.

COMMUNIQUÉ: *Formerly you were in the information technology field, and now you find yourself in human resources. What transferrable skills aided you in going from a technical field to your current position as the chief of human resources for DIA?*

MS. DASTON: Sometimes I look at where I am and say, how the heck did I land here? What's a person with a technology background doing as head of HR? I'm sure employees wonder the same thing.

I think there's tremendous reason to have someone with a technology background here. One of our key tools is our human resources system, known as eZHR. We do not exploit all of its capabilities. Most of the things that are done by workers back here in HC are transactionally based, such as typing changes to a W-2 or changing a beneficiary. Most agencies in the private sector leveraged technology and went to a self-service format 15 years ago. My background in technology means that I know what our systems can and can't do — we are leaning forward to make this transition. We will be providing more capabilities to employees as self-service. It's not pushing the work out; in fact, employees would be happier if they could do what they need to at 6 p.m. when they think about it. They don't have to wait for the office to be open, and they don't have to get a form sent to them electronically. The ability to figure out how to leverage technology is one of the things that I bring to the table.

Besides eZHR, there are a couple areas where we have leveraged technologies that people have not traditionally used, and they're going to sound very mundane. Tandbergs, for example. When I got to HC, Tandbergs in the agency, by and large, were on only senior executive's desks. The very first thing that we started doing within Human Capital, specifically in HR, was putting Tandbergs in key HR offices such as payroll and benefits where employees outside the NCR could talk virtually face-to-face about their issues. Who do you want to talk to when your paycheck is messed up — a senior executive or the person who runs the pay section? That's an example of using technology in a way that people had really thought about as strictly an executive communication. For example, when preparing to retire, we send a report with personalized retirement information to all of our people worldwide. If you happen to be located in the NCR, you would be able to sit down with someone and review it. Now we can review it with anyone virtually.

Photo by Amy L. Buckley, HC

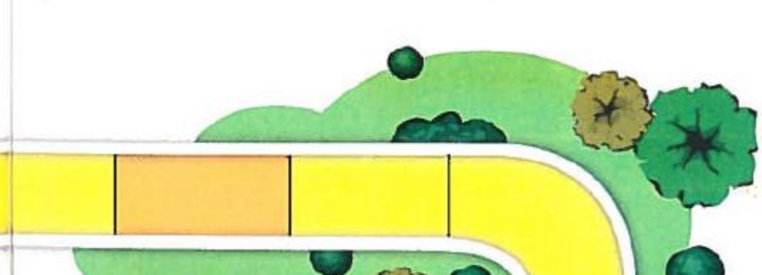
Work-Life Services' Colleen Betker, left, discusses available DIA programs with a deploying employee and his spouse at a Family Support Night.

The other piece that I bring is project management. I'm known around here for my project plans and critical paths. It's instinct for me to figure out what are the tasks, what has to be done in what order, and who's dependent on whom. I'm great at matrixing because IT people usually are matrixed to projects. It's second nature for me to do the project plan and then reach out across the organization so nothing is done in a vacuum.

I also bring 28 years at DIA, and 24 years as a manager. Coming in to HR, I know first-hand where all my pain points were as a manager. In HR, they may be doing something in a certain way because it makes sense to them. I as a manager can come in and say, you're doing all the right steps, but can we do them in this order and can we give the manager this a week earlier? I think that's the other thing I bring to this job: A breadth of experience across the agency having worked in all the directorates but one. Along with the managerial experience, I have a sense of what the mission is and where the pain points are.

COMMUNIQUÉ: *What advice do you have for mid- or senior-level employees who want to change career paths?*

MS. DASTON: You're describing me. If you heard any of my town halls on DCIPS, I said that I think I was the longest serving GG-14 in the history of DIA. I started on one career path, and then the Berlin Wall came down, and



the Department of Defense and IC were downsized. This meant that some of my career options had dried up, so I started my journey through DIA.

Something we recently reinvigorated is the Accelerated Career Transition Program (ACT). ACT is set up specifically to allow people at the mid- to senior level, i.e., a pay band 4 or 5, to move into a field where on paper they don't have the qualifications. For example, we're working with a Chief Financial Executive Office (FE) employee who would love to be an analyst. On paper you'd say, why would I take a pay band 4 from FE who doesn't know anything about analysis? Then you look at her skill sets: She has all the skills you need to do analysis of terrorist funding transactions. She's volunteered for deployment and done a tour overseas supporting our mission recently. Who better to bring in someone to be an analyst? The next step is placement. There's an agreement, the employee moves without losing pay, and they are asked to work double-time to catch up to the caliber of an analyst who's been doing the job for 15 or 20 years. This is a program that the agency has endorsed, and it is required for directorates to participate. ACT recognizes that we have skill sets in the agency from people who on the surface don't look like they would be helping the mission area, but in reality, they've got what it takes. This program helps open doors.

COMMUNIQUÉ: *Can you talk a little bit about the Upward Mobility and Degree-Assisted Career Transition programs?*

MS. DASTON: Like the ACT, these are just two of the many programs we have that help open doors for employees. These two particular programs look at how people in traditional administrative support or technicians have an opportunity to move into the professional ranks. The Upward Mobility Program (UMP) says that a certain number of billets are made available for upward mobility for new hires at the pay band 2, or entry professional, level. This program is intended for an employee who is in an administrative support or technician billet, and the employee must apply to be in the UMP program. These are usually non-degreed opportunities.

Photo by Michael C. Knight, DA

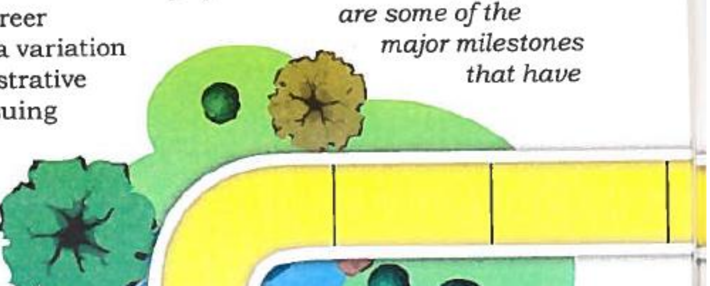
A February 2010 photo of construction at the Joint-Use Intelligence Analysis Facility in Charlottesville, Va.

The program is fairly structured and has been around many, many years. When you go into an UMP billet, there is a written agreement that states the training you have to complete successfully and performance levels you must reach. By doing this, we've taken somebody who was having a hard time moving into the professional ranks and opening that door. It's the same concept behind the ACT program, recognizing it is very difficult to crossover, and giving our employees that opportunity by providing a structured individual development plan to bridge the position's requirements. It's very difficult to crossover, and this gives employees that opportunity.

The Degree-Assisted Career Transition, or DACT, is a variation of this. We have administrative support employees pursuing degrees all the time. Once they've gotten a degree, many decide to move into a professional job. Again, we're addressing how to move employees from an administrative support or technician position to a professional position. They have the credentials and the ability, and DACT puts into place a mechanism that helps us open doors again. All the programs emphasize opening doors, with the ultimate goal being how the agency can take advantage of these skill sets to improve the mission.

I talk to a lot of people who are new or young managers, and I explain to them that being a manager is really tough. Your first goal is to get the mission done, but at the same time you always have to balance the mission against people. DACT and UMP are opportunities, just like the ACT program, to bring people with the right skill sets to do the mission better, and you're looking in places where you haven't traditionally looked.

COMMUNIQUÉ: *Moving on to BRAC. Earlier you said you like projects with a laid out plan; what are some of the major milestones that have*



yet to be reached for each BRAC location?

MS. DASTON: Most people do not realize it, but we've got multiple BRACs going on. We have BRAC Recommendation 130, which will move our security adjudicators to Fort Meade, Md. This is only a handful of employees, but it's consolidating all of the adjudicators in the IC together. We're looking to relocate employees by September 2011.

The second BRAC is Recommendation 131 to Quantico, Va., which you're just beginning to hear about. It relocates all the military investigative agencies and counterintelligence functions. We've just started our town halls, but there's been a lot of work behind the scenes. Before each and every one of these projects, there is a tremendous amount of work involved, starting from figuring out the specific billets in DIA that are identified in the law, and who's occupying them. As for major milestones still to be met, we're working out what package will be given for relocation, letters and town halls. All of that is just beginning for the BRAC to Quantico.

BRAC Recommendation 167 to Charlottesville, Va., is the one that has been the longest running, and the one that most people have seen and heard. It relocates intel analyst functions for military forces, counterproliferation, and "S and T" to Rivanna Station in Charlottesville. There is a campus there now. The National Ground Intelligence Center has been there, there is a building being built, and we have a third building being leased that we are already in. The billets, entitlements and benefits have all been approved and employees have already started moving to the leased facility. The major move occurs fall 2010.

COMMUNIQUÉ: *There has been a lot of chatter about the looming May 1 deadline in which those in a Charlottesville BRAC billet must declare whether or not they are moving. Is the agency looking to extend this deadline?*

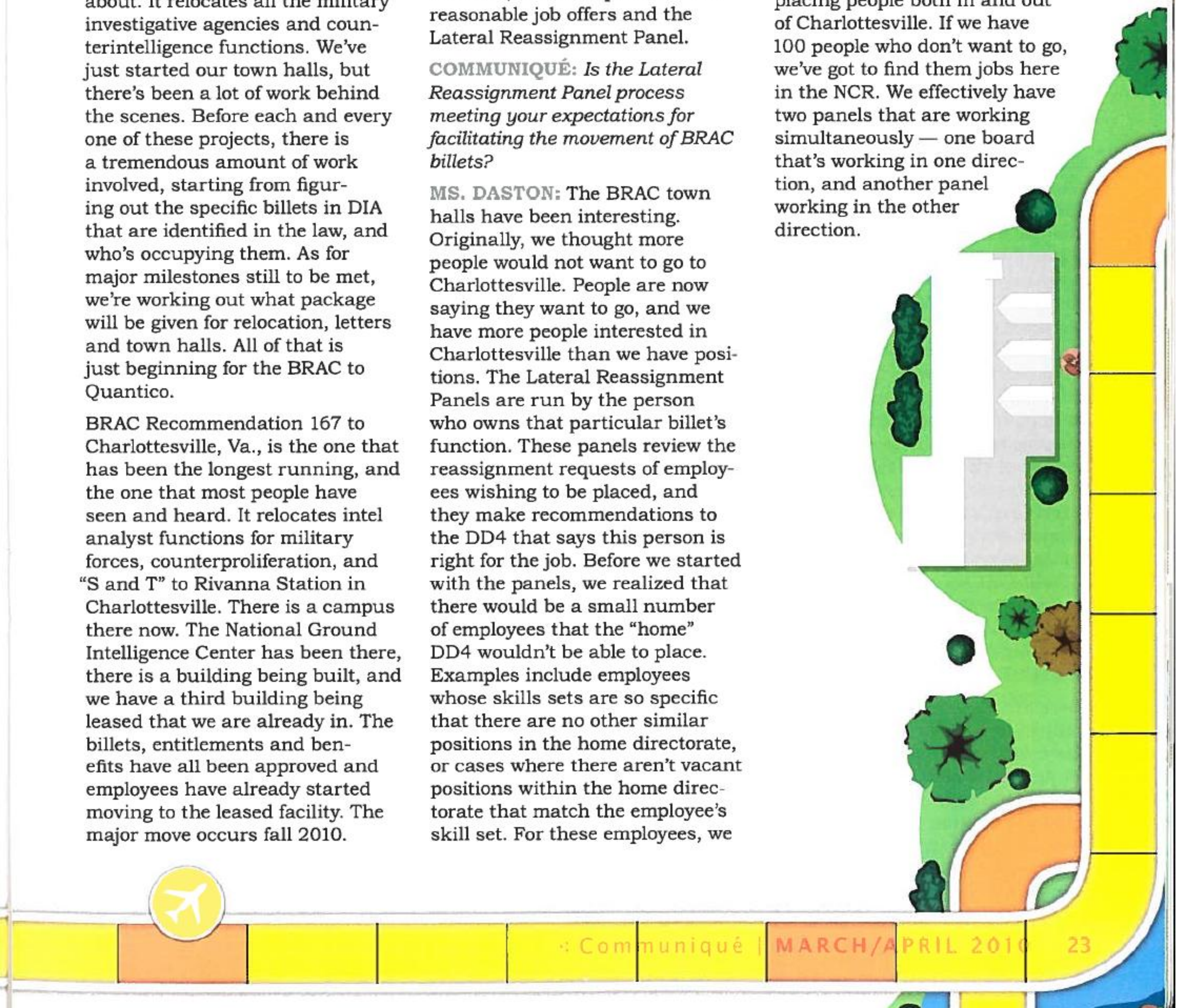
MS. DASTON: It's been discussed with the Chief of Staff, however there is no indication that the deadline will be extended. Employees have to sign a letter saying, "I will be moving to Charlottesville" by the first of May. If they do not sign, we are assuming they are declining the transfer function, and we'll proceed with reasonable job offers and the Lateral Reassignment Panel.

COMMUNIQUÉ: *Is the Lateral Reassignment Panel process meeting your expectations for facilitating the movement of BRAC billets?*

MS. DASTON: The BRAC town halls have been interesting. Originally, we thought more people would not want to go to Charlottesville. People are now saying they want to go, and we have more people interested in Charlottesville than we have positions. The Lateral Reassignment Panels are run by the person who owns that particular billet's function. These panels review the reassignment requests of employees wishing to be placed, and they make recommendations to the DD4 that says this person is right for the job. Before we started with the panels, we realized that there would be a small number of employees that the "home" DD4 wouldn't be able to place. Examples include employees whose skills sets are so specific that there are no other similar positions in the home directorate, or cases where there aren't vacant positions within the home directorate that match the employee's skill set. For these employees, we will do an agency-level panel so that they can receive broader consideration throughout the entire agency. Again, there's been higher demand for placement then we anticipated. But the panels are up, they are running. We started holding panels in the DD4s and special offices in June 2009 and our first agency panel for the Charlottesville BRAC just occurred in February.

COMMUNIQUÉ: *How will the agency-level panel differ from the directorate-level panel?*

MS. DASTON: Remember, we're placing people both in and out of Charlottesville. If we have 100 people who don't want to go, we've got to find them jobs here in the NCR. We effectively have two panels that are working simultaneously — one board that's working in one direction, and another panel working in the other direction.



The agency panel will be looking at employees who could not be placed. If a person is not going to Charlottesville, you have to place them somewhere else in the agency. It basically says that a certain percentage of the directorates' employees weren't able to be placed, so here are other positions available within the agency.

> "If we fill our billets faster and resolve problems quickly, the mission improves."

COMMUNIQUÉ: *What are some of the new things that you have planned for human resources?*

MS. DASTON: We have a large Human Capital "transformation" underway. We are taking a lot of what we have traditionally done manually and making it available to employees through self-service. That's about a year-and-a-half to two years out. We have another huge initiative going on as well. We're partnering with the eZHR team and restructuring eZHR entirely. We're also looking at our processes and reducing the amount of steps we do. Remember, these processes all began when everything was 100 percent manual, and now we're trying to figure out what we can make the computer do for us. This is a tremendous amount of work, and it's in partnership with our colleagues in our online services group who own eZHR.

There are a lot of changes, especially in how we do processes. There will be a focus on retraining not just in HR, but every supervisor and manager in the agency. Some of our other goals in the Human Capital transformation have been to look at where the pain points are, specifically for recruiting and staffing. We have done process mapping and had a Lean Six Sigma team look at this, and we've discovered that there are 20 to 24 doors future employees can walk in and ask for a job — and we process them all differently. The average employee may not see a lot of change, but what you're going to see is that we're going to speed up the process. We don't think managers realize all the flexibility in the recruiting and staffing programs that they have in front of them. We are driving to simplify processes for managers and explain all of the opportunities to them; this is a large part of our transformation.

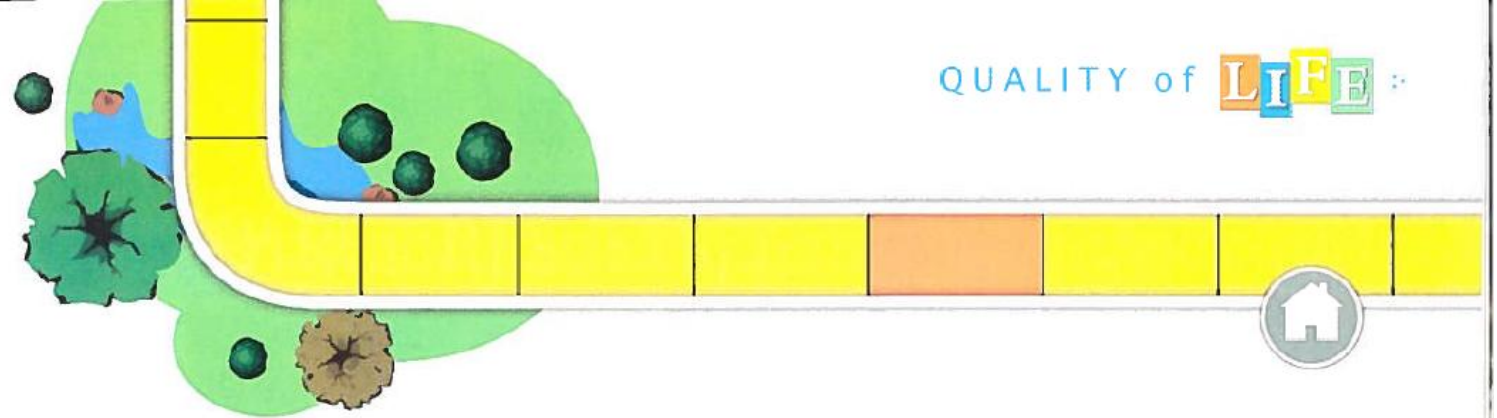
Another piece of our transformation is streamlining communication. We've done a little bit of realignment internally. On the surface you're not going to see anything, but we have said that our customer service representatives, currently called HCSBs or the human capital support branch, need to be service representatives. We are trying the concept first with the Directorate for Analysis (DI) and the Defense CI and HUMINT Center (DX) to define what managers in those directorates need to know about their people. We are working with the directorates to find out the information that they want, and we are working with those same customers on recruiting plans that addressed their needs. The chief of staff has just signed out a recommendation that a certain percentage of all new hires will be entry level, pay band 2. According to the recommendation, we will fill no less than 20 percent of vacant pay band 3 billets with pay band 2 personnel using the agency developmental program. These new employees would start out of college at a lower level, learn the skills, and be promoted up to pay band 3.

These are examples of transformation, and how we will transform the work force. Right now we process things, but we don't partner fully. We have some partnerships, but we want to provide a full partnership. That's a really big change from where HR has been in the past. It's taking us from where we've been in "traditional" HR, i.e. processing paper work, to enabling employees to be self-sufficient using technology to process the paper work. By moving in this direction we can allow our human resources professionals with advanced degrees in human resources to come out from behind their stacks of paper work and better use the skill sets they brought to the agency.

We think that it benefits both sides. If we fill our billets faster and resolve problems quickly, the mission improves. Our HC motto is, "All-source intelligence starts here." It does, and we take it very seriously.

COMMUNIQUÉ: *Is there anything you would like to add?*

MS. DASTON: In the short period of time I have been in this position, I have been extremely pleased with the professionals in human resources. For every challenge I have put forth from shortening the hiring timeline and providing better and more frequent feedback on recruiting actions, to providing better support to employees outside of the NCR, the team has responded. I am extremely proud of the members of HR and believe that DIA employees across the globe are benefitting from their care and expertise.

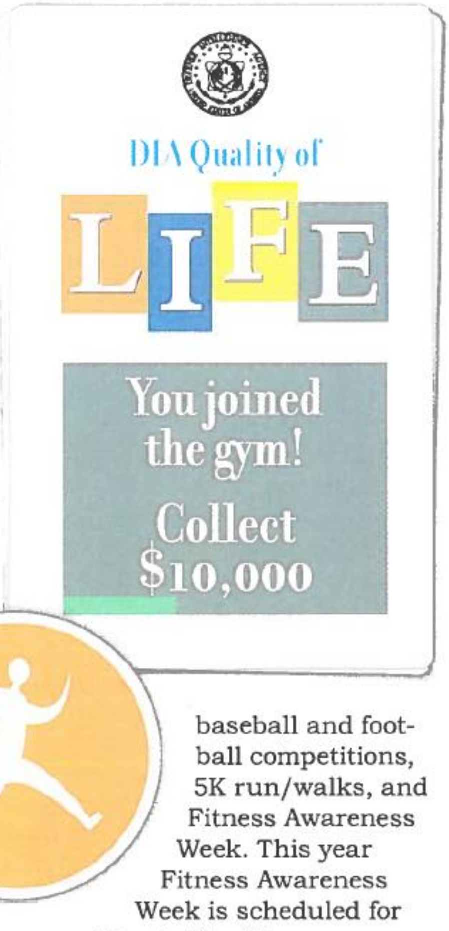


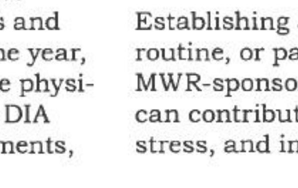
Get FIT with DIA

By Gloria L. Bailey-Davis, DA

It's not too late to make good on that New Year's resolution! The DIAC fitness center and other agency-sponsored sporting events can help you incorporate physical fitness into your life.

When it comes to fitness, it is no surprise to hear, "I don't have time." Sound familiar? There are all kinds of reasons why many of us find it hard to exercise. We often have too little physical activity during the many hours spent sitting in front of computers at our desks. Despite this trend, our bodies still need exercise to stay healthy and burn off the pressures of work, home and family life. The Directorate for Mission Services, Office for DIA Information and Special Services (DA/DAN) houses the DIA Morale, Welfare and Recreation (MWR) Fitness Center, which can help you get started with an exercise routine.





The MWR Fitness Center provides an array of fitness equipment that contributes to strengthening the body. This equipment includes treadmills, exercise bikes, strength building equipment and elliptical machines. DIA MWR also sponsors physical activities and competitions throughout the year, which also lend to employee physical well-being, such as the DIA spring and fall golf tournaments, baseball and football competitions, 5K run/walks, and Fitness Awareness Week. This year Fitness Awareness Week is scheduled for March 22 – 26.

Establishing a daily or weekly routine, or participating in an MWR-sponsored sports event can contribute toward reducing stress, and improving your state of mind and quality of life. A strong, fit body goes a long way toward resisting the effects of fatigue and exhaustion. It can also bolster good mental health, help manage stress, and improve physical fitness.

Whether you are thinking about beginning a journey to improved health and fitness, or are already on one, it is worthwhile to visit the DIA Fitness Center located in the DIAC on the first floor across from Office Eagle (DIA supply store), participate in MWR sports events and activities, or just find a physical fitness activity you enjoy. Go for brisk walks, ride a bike or climb stairs. Incorporate physical activity into your everyday life. Gradually you will notice a healthier body, a stronger spirit and an improved quality of life.

A list of MWR offerings is available on the DA internal Web page on JWICS under Employee Services for the Morale, Welfare, and Recreation/Civilian Welfare Fund at http://www.dia.ic.gov/homepage/da/building/employee/index.html. You can also visit the MWR Office located in the DIAC, Room D2-751, or call Betty Byrd-Welch at (202) 231-1854 or 7859. To read the Civilian Fitness Program Issuance, go to http://hc.dia.ic.gov/hq/issuances/.

HC Programs Create Culture of Support, IMPROVE QUALITY of Life

By Dr. Alan S. Thomas, HC

Is there child care close to where I work? Can I start working an alternate work schedule? When can I workout during the day? Is there life after divorce? What can I do to deal with a difficult co-worker? Am I saving enough money for retirement? HC Programs can help you find the answers to these questions and many more.

Life is full of questions, and every day brings new challenges. Whether you're wondering how to handle stress at work, trying to find child care, having trouble staying on top of monthly bills or preparing for deployment, the Directorate for Human Capital's (HC's) Employee Assistance Program (EAP) and WorkLife programs and services can help you find answers.

EAP OneSource, for example, offers free, confidential personal and work-related assistance to DIA employees and their immediate family members. Experienced EAP consultants provide on-site support at Clarendon, the DIAC and the Missile and Space Intelligence Center (MSIC). Extended services are also available in the evenings and on weekends through a call center staffed seven days a week, 365 days a year (see sidebar). Employees and families in other parts of the nation and U.S. territories can use the same call center to access a nationwide panel of providers. International EAP services are available in more than 100 countries, linking DIA employees with counselors who meet established standards of licensure and English fluency. These services are free as well.

In addition to help on-site and at the call center, DIA employees can visit www.eaponesource.com to read or download informative articles, listen to podcasts, join moderated chats or request information. Anywhere DIA employees and their families live and work, EAP is readily available.

Related resources, such as WorkLife programs and services, help agency employees balance their personal and professional lives, and reinforce other HC employee-friendly programs, such as alternative work schedules. DIA has a Civilian Fitness Program, for instance, that helps civilian employees maintain better health and physical fitness by enabling them to engage in cardiovascular and strength training during work hours. WorkLife also offers programs tailored to help working families, such as stork parking, which provides 10 dedicated parking spaces at the DIAC for expectant mothers in their last month of pregnancy. DIA's newest addition is its child care services agreement with the Bolling Air Force Base Child Development Centers I and II. This partnership provides DIA families in the National Capital Region with 42 priority slots in the centers.

DIA is committed to creating a culture of support for employees on both personal and professional levels. For more information about the Employee Assistance Program or WorkLife programs and services, visit the HC home page on JWICS at http://hc.dia.ic.gov or on SIPRNet at http://hc.dia.smil.mil, or use one of the numbers listed below.

HOW TO REACH US

DIAC EAP office
(202) 231-8699
(DSN 428-8699)

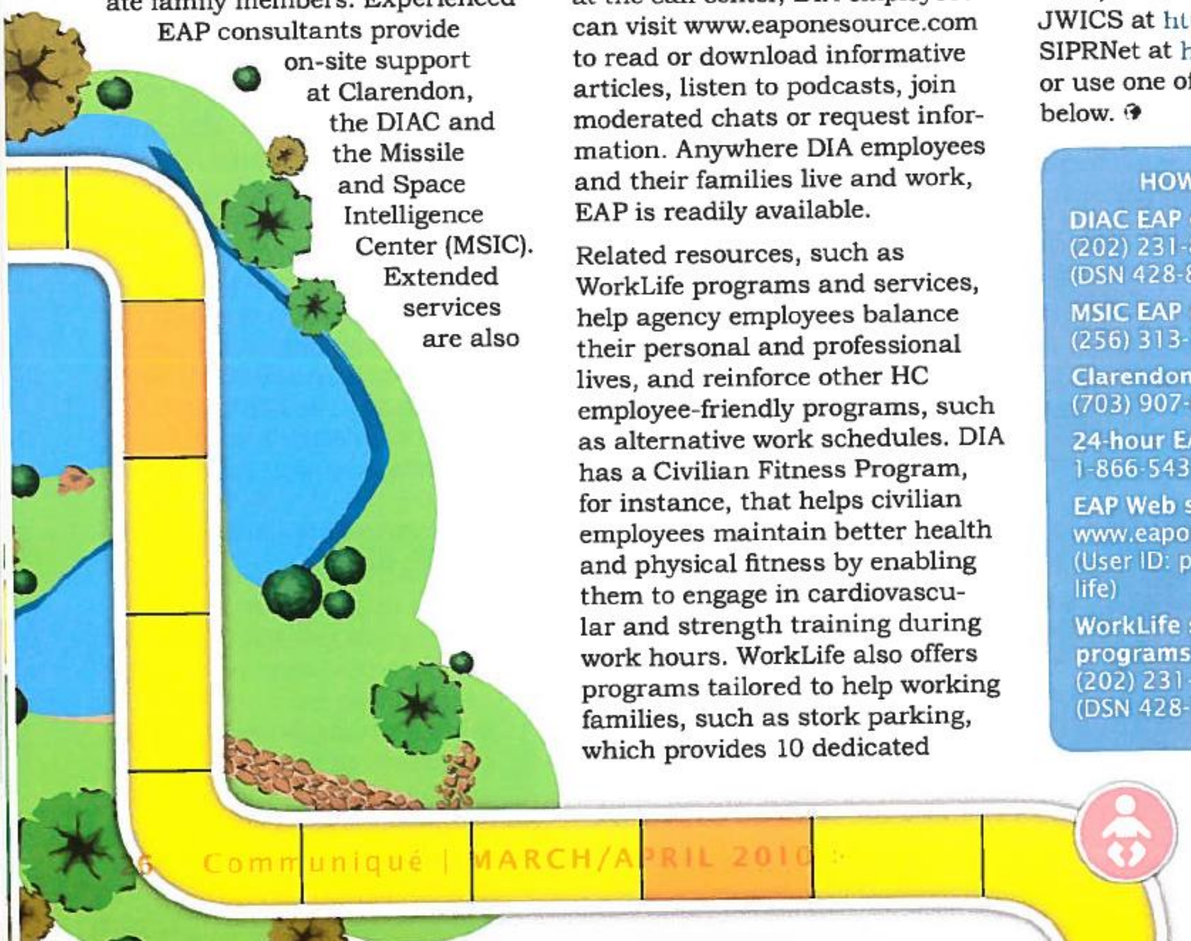
MSIC EAP office
(256) 313-7535

Clarendon EAP office
(703) 907-0133

24-hour EAP call center
1-866-543-3957

EAP Web site
www.eaponesource.com
(User ID: portland / Password: life)

WorkLife services and programs
(202) 231-3868
(DSN 428-3868)



Quantico Will House CI, Investigations

By Ron E. Bittner, DA

Construction on Marine Corps Base Quantico will house together five key counterintelligence and investigative Defense Department agencies by September 2011.

The visitors' center at the new facility on Marine Corps Base Quantico.

Photos by Ron E. Bittner, DA

The rear view of the west wing of the new facility on Marine Corps Base Quantico.

In 2011 DIA will relocate nearly 750 counterintelligence personnel to a new facility on Marine Corps Base Quantico, as part of the 2005 Base Realignment and Closure (BRAC) decision to consolidate the military department counterintelligence or investigative agencies of DIA, the Naval Criminal Investigative Service, the Air Force Office of Special Investigations, the Defense Security Service (DSS), the Army Criminal Investigation Command, as well as the Joint Counterintelligence Training Academy and the DSS Security Education Training and Awareness Academy.

On a 100-acre site on base, construction is more than halfway complete to create almost 719,000 square feet of a modern and flexible facility. In cooperation with Marine Corps Base Quantico and Naval Facilities Engineering Command, a construction contract was awarded to Hensel Phelps Construction Company on July 31, 2008, for more than $312 million.

Groundbreaking took place Nov. 24, 2008, and construction is scheduled for completion on Dec. 14, 2010. This fast-paced project includes a facility ready for full agency operations by Sept. 15, 2011. Included in the contract for construction is the data fiber and cable necessary for all telephone and computer operations, and a full complement of furnishings to meet the staffing requirements of more than 2,600 employees, contractors and special operations from the five tenant agencies.

Once turned over to the agencies in 2010, teams of engineers, information technology professionals and security staff will begin the final installation of supporting computer systems, networks and special equipment. Current plans call for portions of the staff to begin permanently relocating to the new facility in April 2011, with the remaining staff to be phased in over the following months.

The new facility houses a full food court and seating for more than 400, with major concessionaires such as Papa John's Pizza, Dunkin' Donuts and Subway, in addition to a full salad bar and ample machine vending. A fitness center totaling more than 7,000 square feet and 70 individual stations is located in the building, along with a Marine Corps Base

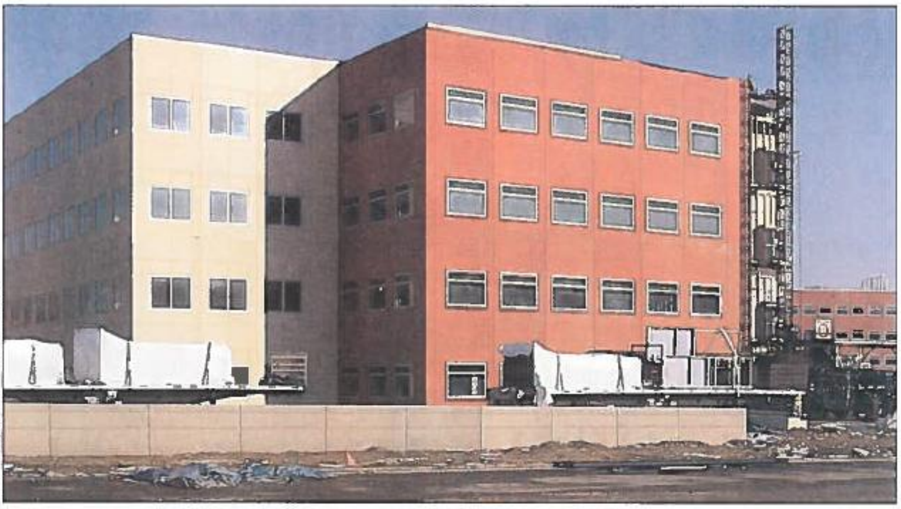


Photo by Ron E. Bittner, DA

The west wing of the new facility on Marine Corps Base Quantico.

exchange store, barber shop and snack shop.

The facility boasts ample parking with more than 2,600 spaces. New roadway improvements, scheduled to be complete at opening, include doubling the existing road access from Interstate 95 to the building site with new controlled intersections and a special access road for a direct link to the new facility. The building will be one mile west of I-95 at exit 148 and provide easy access for commuters.

With only nine months remaining in construction, the project is on schedule at more than 65 percent complete. All exterior walls, windows and roofing are complete with interior plumbing and electrical and mechanical systems being installed throughout. Drywall is being hung in the lower of the four floors, and nearly all of the parking lots were paved before the cold and wet weather set in.

The facility will be a shining example of cooperation among agencies and effective partnering with a responsible builder.

Adding a Little FUN to the WORKDAY

By Gloria L. Bailey-Davis, DA

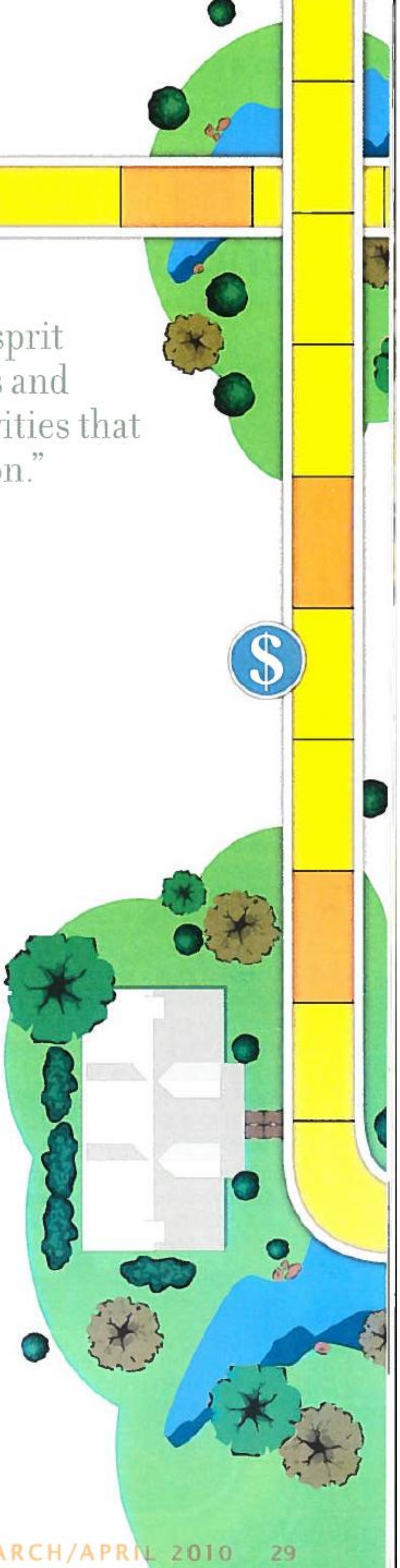
DIA's Morale, Welfare and Recreation Program provides employees an escape from the hustle and bustle of their stressful workday.

"Quality of life" refers to the living and working conditions of the work force, as well as opportunities to enhance mind, body and spirit. DIA's Morale, Welfare and Recreation (MWR) Program is housed in the Directorate for Mission Services' Office for DIA Information and Special Services (DA/DAN), and contributes to the quality of life for the work force through recreational, leisure-time programs.

Since the revitalization of the program in January 2002, leisure offerings have improved immensely. DIA's MWR commitment to enhancing the employees' work-life experience is demonstrated through many activities provided today, such as the traveling ice cream and beverage socials held at DIA locations throughout the National Capital Region, and providing free tickets to sporting events.

MWR
You Won Tickets to an NFL Game
MWR
Grill Perfect Burger at DIA's Annual Picnic Collect $500
WR
Win Fall Golf urnament llect prize

MWR has something for everyone. It offers leisure and recreational activities and entertainment for rest, relaxation and rejuvenation from the stresses of a busy work schedule. The program provides employees the opportunity to enhance mind, body and spirit by focusing on strengthening the body through working out in the DIA Fitness Center and participating in other sponsored sporting activities (see article on



> “The program enhances morale, promotes esprit de corps, contributes to mission readiness and improves productivity by providing diverse activities that focus on fitness, sports and options for recreation.”

Page 26). Events such as the Fourth of July Picnic, DIA's Annual Picnic, tailgate and holiday parties provide employees opportunities to gather and socialize.

During 2009 the MWR program presented one-night stays at a major hotel chain to two DIA employees and gave away free tickets to major events, such as a national golf tournament and baseball and basketball games. A new event, Pre-Season Football Kickoff was added to the program's annual calendar of events. During 2010 the program will expand its offerings to include discounted cruises as well.

MWR is one of the agency's main tools for improving quality of life at DIA. The program enhances morale, promotes esprit de corps, contributes to mission readiness and improves productivity by providing diverse activities that focus on fitness, sports and options for recreation. As we embark on a new year, the DIA MWR staff looks forward to providing ways to sustain, improve and expand its recreation program. A listing of MWR offerings is available on the DA internal Web site on JWICS under Employee Services for the Morale, Welfare, and Recreation/Civilian Welfare Fund at http://www.dia.ic.gov/homepage/da/building/employee/index.html. You can also visit the MWR Office located in the DIAC, Room D2-751, or call Betty Byrd-Welch at (202) 231-1854/7859.

Photo by SrA Jaclyn M. McDonald, CS

LTG Burgess congratulates the picnic staff on a job well done during DIA's Annual Picnic.

Building UPGRADES at Clarendon Underway

By Blythe A. McGinty, DA

The new lease at DIA's Clarendon facility provides for upgrades to the building, making your life at work a little bit better.

The Directorate for Mission Services Office for Engineering and Logistics Services (DA/DAL) has entered into a new lease for the Clarendon building. The lease was executed through the Washington Headquarters Service (WHS) and the General Services Administration (GSA) with the new property owner on behalf of DIA. As part of the lease agreement, the building owner is required to undertake several tenant improvement projects to upgrade finishes and repair aging infrastructure. Once complete this renovation will provide improved sanitation, greater comfort, easier access, lower operating costs and increased energy efficiency.

In early 2010, the new building owner began patching and painting interior spaces of the entire facility, beginning with the common areas and ending with the sensitive compartmented information facility areas. Each floor takes approximately five working days to complete.

The largest upgrade is the refurbishment of the five elevators serving DIA employees. They will be upgraded to improve operational efficiency, reduce passenger wait times, and to meet accessibility compliance. Work on the major elevator systems and individual car controls includes installation of new closed loop door operating systems. Energy efficient improvements will be made by installation of high-efficiency drives with regenerative modules. Interior cabs will see upgrades in the form of new finishes and enhancements that meet Architectural Barriers Act (ABA) Accessibility Standards. Only one elevator is taken out of service at any given time to minimize the disruption to building occupants. This project will finish in 24 months.

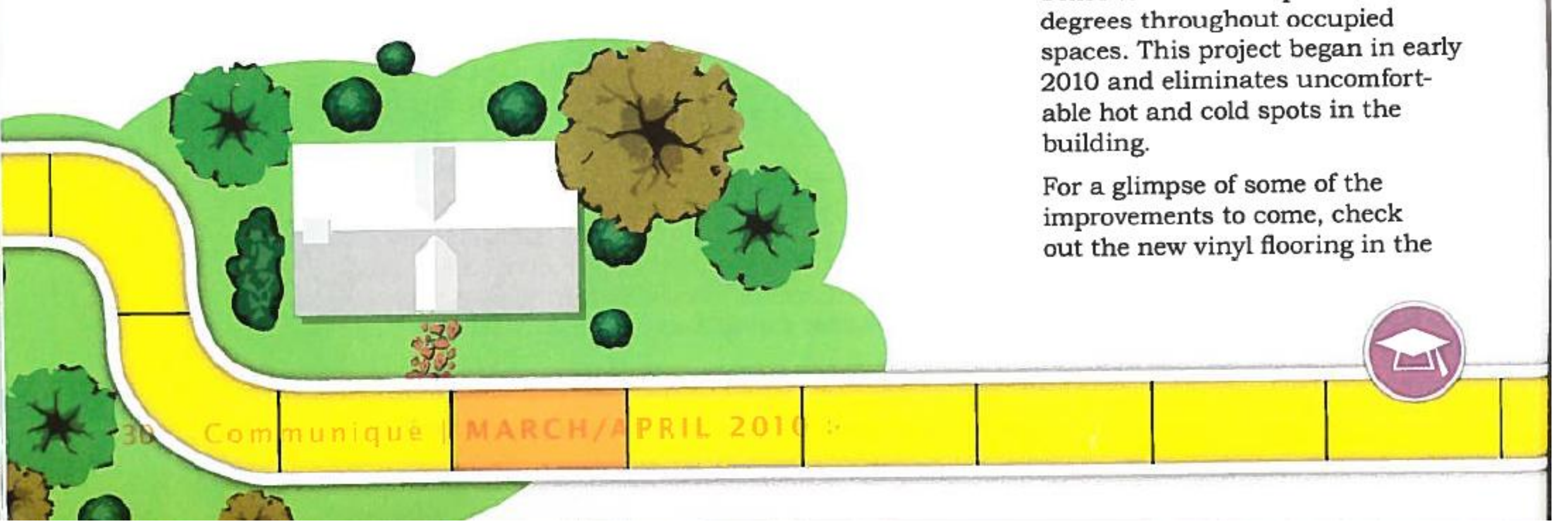
All restrooms in the facility will be upgraded to comply with ABA guidelines and to replace damaged or outdated materials and toilet fixtures. Renovations also include replacing water closets, urinals, stall partitions, countertops, toilets, sinks, faucets, light fixtures, mirrors and floor tile.

The first phase improved the restrooms on the fourth, sixth, eighth, 10th and 13th floors. Phase 2 will complete the remaining restrooms in the building. Restrooms are scheduled to be out of service under a staggered schedule to minimize inconvenience to building occupants.

An elevator lobby lighting replacement project will take place in conjunction with the restroom renovation project, on the same floors. All lighting fixtures will be replaced with energy efficient fixtures and bulbs. Both projects are expected to be complete in early summer.

To improve indoor temperature control and regulation, the heating ventilating and air conditioning system will be balanced by calibrating thermostats and adjusting variable air volume boxes to attain an optimal 74 degrees throughout occupied spaces. This project began in early 2010 and eliminates uncomfortable hot and cold spots in the building.

For a glimpse of some of the improvements to come, check out the new vinyl flooring in the



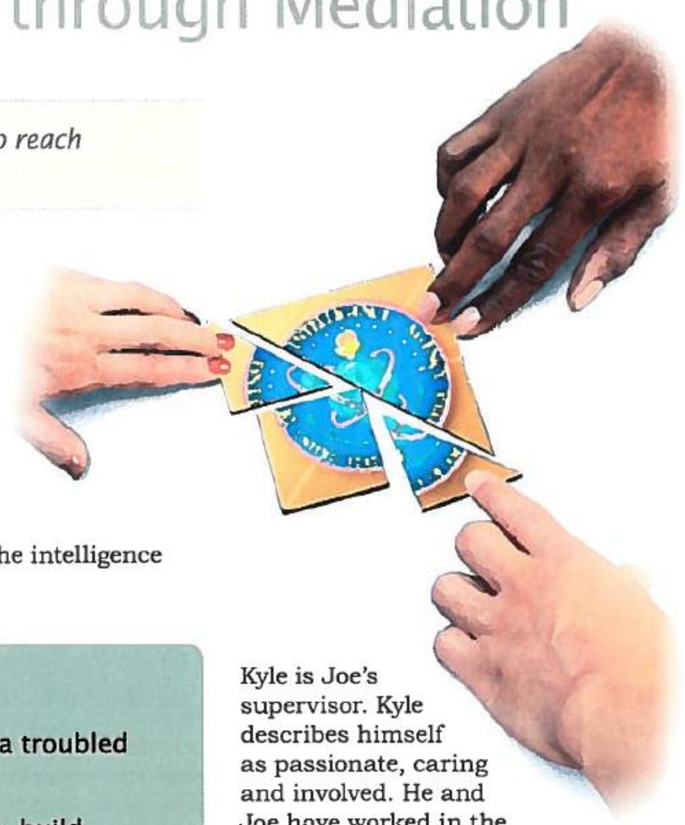
vending areas located on the eighth and 11th floors, which was completed in November. DAL will continue to partner with WHS and the building owner to provide an optimal work environment for DIA's Clarendon facility work force.

If you have any questions about the Clarendon building upgrades or any concerns about the facility, contact Facility Manager Jon Burgess at (703) 907-0871.

Managing CONFLICT through Mediation

By Connie A. Morrow, HC

DIA's Conflict Management Center uses mediation to reach resolution and rebuild relationships.

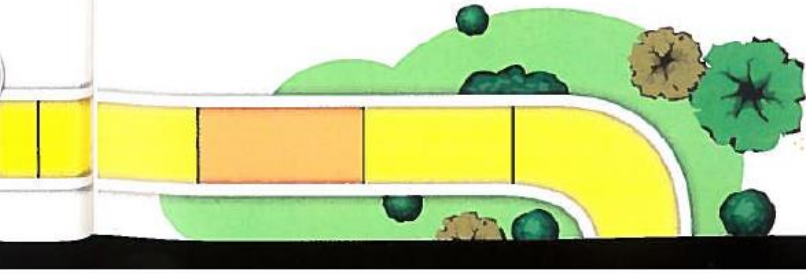


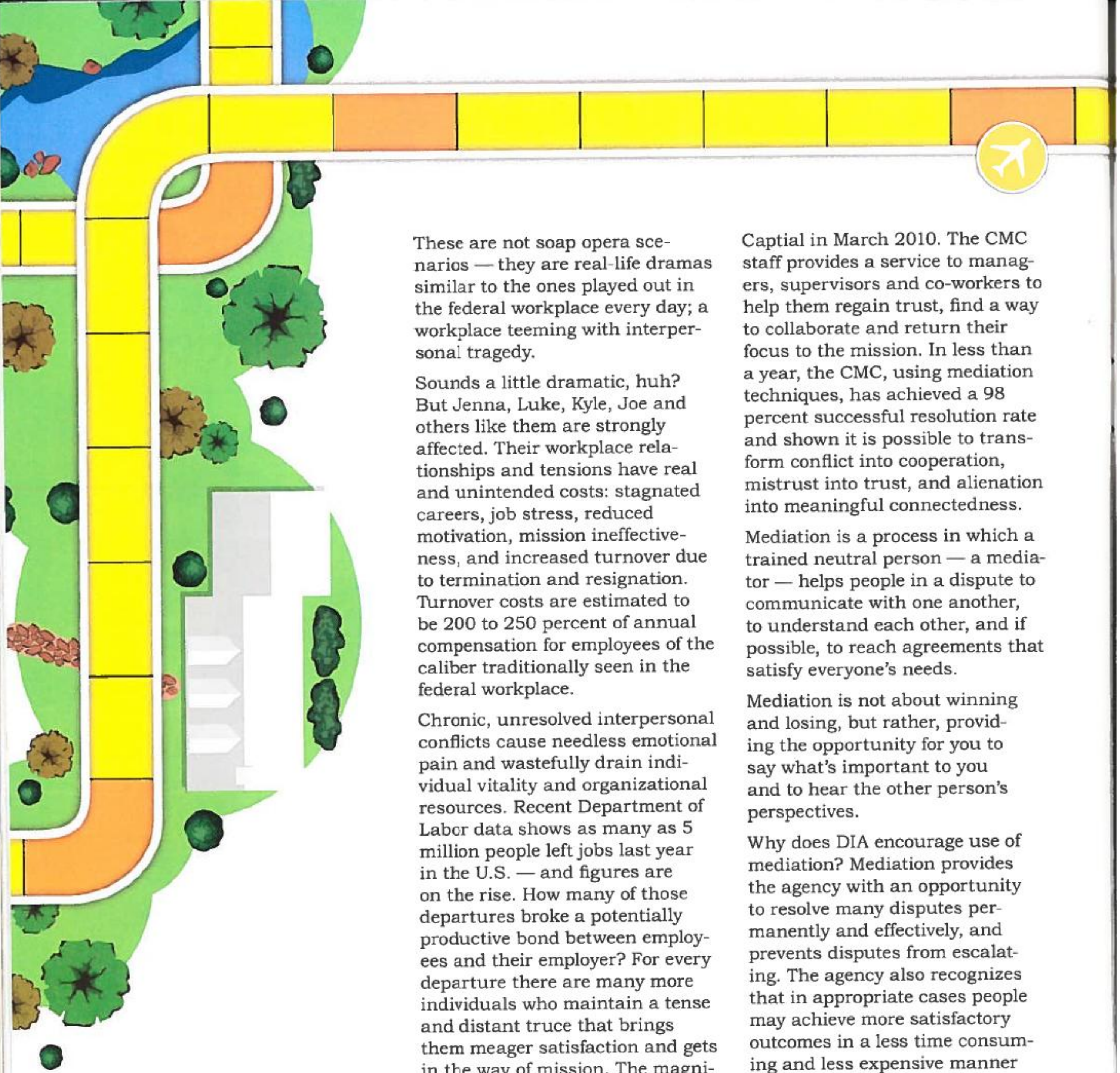
Jenna and Luke work together. Or, we should say they are supposed to work together. Their jobs require them to cooperate, but Jenna finds cooperation impossible under the circumstances. It seems that every time she tries to get Luke to carry his share of the workload, he finds some new excuse. Jenna winds up taking work home and spending the extra hours doing what Luke is supposed to do. She's fed up. Last weekend Jenna updated her resume, registered on USAjobs.com and made some calls to friends in other directorates and elsewhere in the intelligence community.

Kyle is Joe's supervisor. Kyle describes himself as passionate, caring and involved. He and Joe have worked in the same area of the agency for a number of years, and a few months ago Kyle moved Joe from an operating location and made him a direct-report. Joe knows Kyle is in a position to help him get ahead; Kyle's "got his back." Joe had a spot of trouble with a government credit card, but Kyle helped out — Joe paid off the charge and Kyle didn't elevate the issue. But lately things have been difficult between them. Kyle seems hyper-critical; he's inconsistent, shouts at his direct reports and throws things across the room. Joe doesn't know what to do, and with Kyle's connections, he's afraid.

WHAT IS MEDIATION?

- Mediation may help you preserve or improve a troubled work relationship.
- A mediator can help you to reach agreements, build relationships and find solutions that work.
- In mediation you speak for yourself and make your own decisions.
- Mediators will not make decisions for you, provide any legal advice or recommend the terms of an agreement.
- Mediation can help protect your privacy because mediation is a confidential process.
- Agreements made in mediation come from the participants, not the mediator.





These are not soap opera scenarios — they are real-life dramas similar to the ones played out in the federal workplace every day; a workplace teeming with interpersonal tragedy.

Sounds a little dramatic, huh? But Jenna, Luke, Kyle, Joe and others like them are strongly affected. Their workplace relationships and tensions have real and unintended costs: stagnated careers, job stress, reduced motivation, mission ineffectiveness, and increased turnover due to termination and resignation. Turnover costs are estimated to be 200 to 250 percent of annual compensation for employees of the caliber traditionally seen in the federal workplace.

Chronic, unresolved interpersonal conflicts cause needless emotional pain and wastefully drain individual vitality and organizational resources. Recent Department of Labor data shows as many as 5 million people left jobs last year in the U.S. — and figures are on the rise. How many of those departures broke a potentially productive bond between employees and their employer? For every departure there are many more individuals who maintain a tense and distant truce that brings them meager satisfaction and gets in the way of mission. The magnitude of loss, in both human and financial terms, is incalculable.

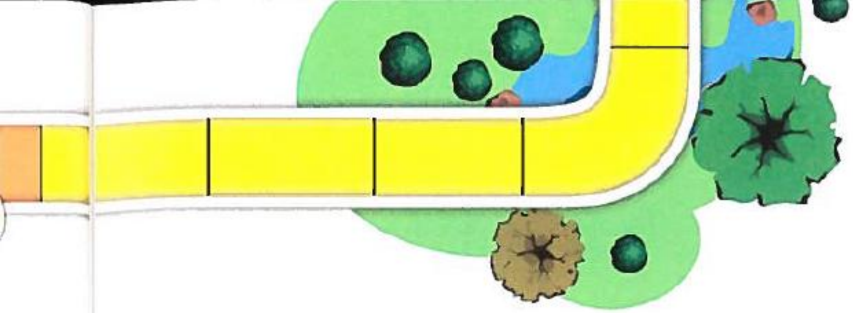
DIA's Conflict Management Center (CMC) was established in the Equal Opportunity and Diversity Office (EO) in May 2009 to provide a way for individuals in a strained relationship to take charge of effectively managing their differences and resolving their conflicts. The center moved to the Directorate for Human Captial in March 2010. The CMC staff provides a service to managers, supervisors and co-workers to help them regain trust, find a way to collaborate and return their focus to the mission. In less than a year, the CMC, using mediation techniques, has achieved a 98 percent successful resolution rate and shown it is possible to transform conflict into cooperation, mistrust into trust, and alienation into meaningful connectedness.

Mediation is a process in which a trained neutral person — a mediator — helps people in a dispute to communicate with one another, to understand each other, and if possible, to reach agreements that satisfy everyone's needs.

Mediation is not about winning and losing, but rather, providing the opportunity for you to say what's important to you and to hear the other person's perspectives.

Why does DIA encourage use of mediation? Mediation provides the agency with an opportunity to resolve many disputes permanently and effectively, and prevents disputes from escalating. The agency also recognizes that in appropriate cases people may achieve more satisfactory outcomes in a less time consuming and less expensive manner by using mediation. However, if you do not reach an agreement or develop a solution that works for everyone, you can still have your case handled through formal avenues of redress.

For more information about mediation, contact the CMC at (202) 231-4CMC (4262) or visit http://hc.dia.ic.gov/hq/cmc.html. You may also e-mail CMC staff at CMC_ADR@dodiis.ic.gov.



DIAC J-Link Gets Cover

By Jennifer R. Mahony and Don R. Turley, DA

Quality of life means the little things too. And a dry walk into the DIAC just might make your day a little better.

In an effort to protect employees from the harsh elements outside as well as provide for their overall safety, the DIAC J-Link will be covered with a hard-top structure by late spring 2010. Construction of the cover, scheduled to begin in the spring, will consist of a flat metal-roof structure extending from the J-Link doors to the west stairwell on the top deck of the parking garage.

The cover has been designed to make the least amount of structural impact as possible. The design team will ensure that the walkway itself does not have to accommodate the additional weight of the steel. Supports that will carry the loads of the roof will be constructed out to the sides of the J-Link and down to the ground. Although the structure extends past the sides of the J-Link, the roof will only cover the walkway area, thus allowing the existing planters to remain in place. The flat roof design and steel detailing maintains the contemporary character of the DIAC.

The roof will extend a few feet over the parking garage perimeter to protect the doorway leading into the west stairwell. As a result, on rainy and snowy days, employees will be provided with a dry, hazard-free area from the west stairwell into the DIAC. New "green" lighting under the roof will make the walkway safe during hours of limited visibility.

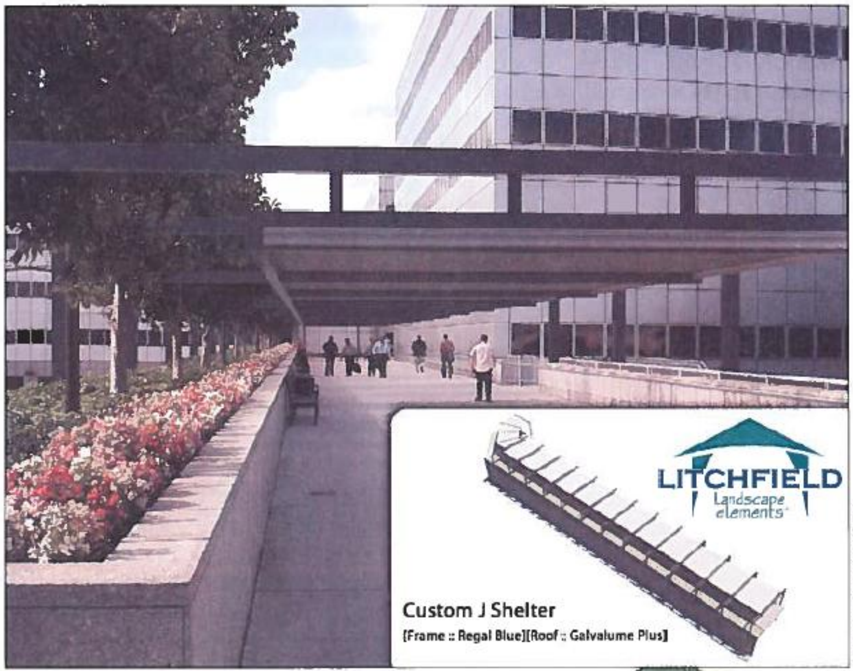
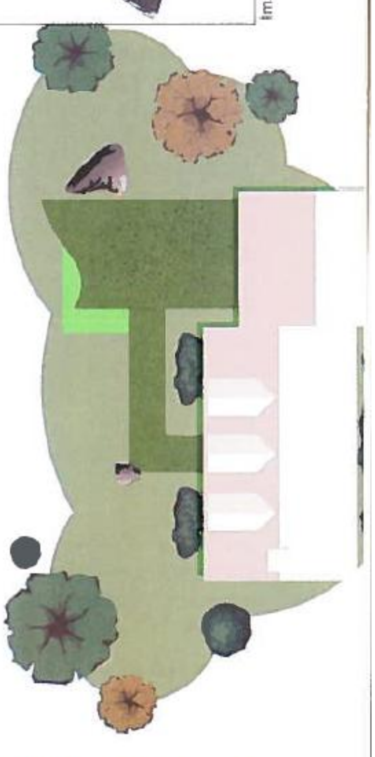


Image courtesy of DA

A rendering of the proposed cover over the J-Link entrance at the DIAC.

NICCjv was awarded the contract for the J-Link cover under a contract with Naval Facilities Command. At press time the project was in the design phase.

Questions or comments can be directed to the J-Link Cover Project Manager Jennifer Mahony at (202) 231-8869.



The Communiqué staff interviewed one of the agency's departing "legacies" and asked him to share his career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Margan Kerwin at (703) 697-8781.

John Allison, HC

How long have you been with DIA, and where have you worked within the agency?

My first exposure to DIA was as a naval intelligence officer. As a Navy captain, I was assigned to DIA in the Directorate for Intelligence (J2) from 1994 to 1997. I later joined DIA as a civilian in February 2004 when I became the agency's first chief training executive. In that position I oversaw all of DIA's training requirements, resources and programs, and ensured that they were properly aligned with the agency's mission and objectives. In July 2005 I was selected as DIA's first deputy director for Human Capital — the single focal point for the agency's human resource, training, and career development programs and services.

What are your fondest memories with the agency?

My fondest memories will be of the extraordinary people who make up DIA in general and HC in particular. I am sure everyone says something similar during their departure, but it is true. DIA's strength is its people. I particularly enjoyed going to award ceremonies during which some of the unsung heroes of HC were acknowledged by the agency or the intelligence community. This has been happening with increasing frequency — much to my delight! Seeing those who work in the trenches get recognized for their contributions by their customers is always energizing. If the award ceremony was followed by one of HC's famous potluck receptions, I was even happier. Life doesn't get much better!

What lessons did you learn throughout your career that you would pass on to others?

The first maxim I would pass on is that "the first report is always wrong." Whether you are talking about the combat assessment of a missile strike or an office chief's assessment of HC's performance in a hiring action, all the facts are almost never in the initial report. This leads to another lesson I have learned: "There are usually three sides to a controversy — yours, theirs and the right side." These two lessons learned amplify the third and perhaps most important lesson I would pass on to others: nothing is more difficult than communication. I observe, participate in and see the secondary effects of poor communication every day. An agency as diverse as ours requires that both the sender and receiver become acutely aware of the filters that interfere with communication. These filters can be overcome, but it takes awareness, commitment and hard work. The lesson is simple — if you have a leadership position and you are not exhausted at the end of the day from trying to communicate, then you are not doing your job.

What would you consider to be your greatest contribution to DIA?

I am not sure I am going to go down in history as having any "greatest contribution" that will stand the test of time. However, I do feel that I have hired some fantastic people whose positive impact on DIA will be felt for years to come. I was given the opportunity to stand up HC, and I think that the agency is a much better place because of the establishment of the HC directorate and the dedication of the HC work force to turn a vision into reality. While I can't take any personal credit, in every mission support area for which HC is responsible, DIA has improved dramatically since HC was established.

Photo by SrA Jaclyn M. McDonald, CS

John Allison, deputy director for Human Capital, co-hosted DIA Director LTG Ronald Burgess's first Crossing Boundaries event.

The accomplishments of HC in the last four years have been remarkable. Among HC's achievements: woefully outdated HR policies have been revised; the hiring and staffing process has been refined; diversity has increased; foreign language capability has more than doubled; a work-life office and associated programs have been established; the employee management relations staff has been augmented; Gateway and Tomorrow's Intelligence Professionals (TIP) were created; and tradecraft and leadership training have improved significantly. I could go on and on. Most important, however, is that in every office of HC the personnel who have tackled these issues realize that they must improve. Our customers demand and deserve more and better — and everyone in HC is committed to meeting those expectations through continuous improvement.

Photo by SrA Jaclyn M. McDonald, CS

What do you think has been the biggest change or had the biggest impact on DIA during your career?

I think that is a pretty easy question to answer given the period of my tenure. During my career at DIA the biggest change has been in the demographics of the work force. Prior to the growth spurt of recent years and resulting recruiting boom, DIA was a relatively stagnant agency with few employees under the age of thirty. Over the last five years, DIA has become an agency with about 20 percent of its work force under 30 while retaining significant representation of the other generations. This presents an opportunity and a challenge. The diversity of perspectives inherent in such a work force can be a powerful asset to an all-source intelligence agency. If fully embraced, the variety of prisms that can be applied to intelligence problems enhances our product. Diversity serves as a firewall against "groupthink." The challenge is that we need to learn how to communicate better among the generations and among the other groups that make us so diverse. Not a day goes by when I don't see or experience DIA employees talking past each other. We can do better.

Do you have any final words of wisdom you would like to share before you part from DIA?

Carpe diem. It's more than just a bumper sticker!

PEOPLE ON THE MOVE :-

Photo by Eric J. Druxman, CS

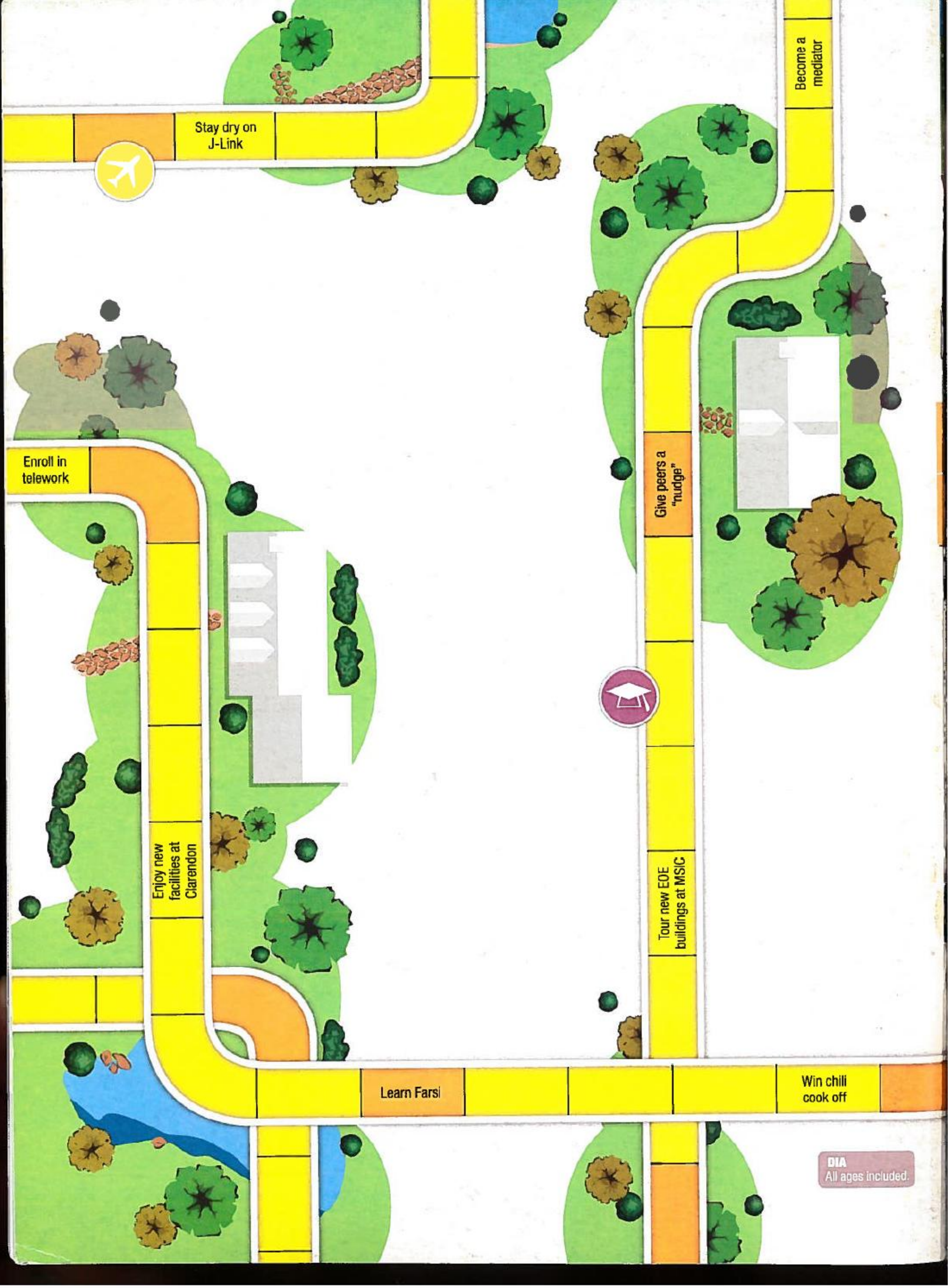
◄ LTG John Kimmons, director of the intelligence staff for the director of national intelligence, and the Paquette family pin on the eagles during Richard Paquette's promotion to colonel. COL Paquette is a branch chief in the Iraq Intelligence Cell (MNA-1).

Tom Husband, right, was recently inducted into the Defense Intelligence Senior Level as the senior expert for counterintelligence in the Defense Counterintelligence and HUMINT Center's Counterintelligence Directorate (DX/DC). The assignment was effective in July. ▼

Photo by Eric J. Druxman, CS

Deputy Director Tish Long administers the oath of office to Cal Temple at his Defense Intelligence Senior Level ceremony in January. Previously serving in the Office for Congressional and Public Affairs (CP), Temple was appointed in September as the senior expert for supply chain risk management in the Defense Counterintelligence and HUMINT Center's Counterintelligence Directorate (DX/DC). ▼

Photo by SrA Jaclyn M. McDonald, CS


Stay dry on J-Link
Become a mediator
Enroll in telework
Give peers a "nudge"
Enjoy new facilities at Clarendon
Tour new EOE buildings at MSIC
Learn Farsi
Win chili cook off
DIA
All ages included.